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**CLASSIFICATION AND PAY PLANS
FOR LIBRARIES
IN INSTITUTIONS OF HIGHER EDUCATION**

Non-degree-conferring Institutions

CLASSIFICATION AND PAY PLANS
FOR LIBRARIES IN
INSTITUTIONS OF HIGHER EDUCATION
Second Edition

Volume I - Non-degree-conferring Institutions

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Prepared by the
Subcommittee on Budgets, Compensation and Schemes of Service
for Libraries Connected with
Universities, Colleges and Teacher Training Institutions
of the
A.L.A. Board on Salaries, Staff and Tenure
and
Adopted by the
A.L.A. Council, February, 1943

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C H I C A G O

AMERICAN LIBRARY ASSOCIATION

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PERSONNEL OF THE
SUBCOMMITTEE ON BUDGETS, COMPENSATION AND SCHEMES OF SERVICE
FOR LIBRARIES CONNECTED WITH
UNIVERSITIES, COLLEGES AND TEACHER TRAINING INSTITUTIONS
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The Council of the American Library Association
at its meeting on February 1, 1948 adopted
Classification and Pay Plans for Libraries in
Institutions of Higher Education and emphasized
that certain minimum personnel standards were
included in the document as a method of self-
evaluation and not for purposes of accrediting.

* * *

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FOR E W O R D

It is now more than thirty years since modern concepts of position classification on the basis of duties and responsibilities were initiated by the City Civil Service Commission of Chicago. It is well over fifteen years since the first library classification and pay plan was proposed by the American Library Association. In the years since 1910 position-classification has become an inescapable and highly standardized part of personnel management, both public and private. In recent years the wide-ranging research program of the United States Employment Service in writing specifications for industrial positions has gone far to extend the idea of duties classification to many phases of industrial employment which had hitherto been neglected.

There can be no doubt concerning the value of position-classification to libraries, public or private, university or other. The necessity of careful description and orderly arrangement of positions increases steadily with the size of the institution, but few libraries can be so small as not to benefit from order and care in the description and management of the positions required for their operation. In large libraries and in the world of the library profession generally it is now apparent that a systematic and reasonably uniform structure of clearly defined positions is one of the principal requisites for a career service.

Any classification and pay plan necessarily reflects the established patterns of employment in any given society at any given time. In a society changing as swiftly as is that of the western world, a classification and pay plan may be called upon to respond to rapidly changing professional and economic situations. Salary scales now appropriate may be thrown out of line by marked changes in the cost of living. The role of the library profession may expand substantially in the next decade and require reconsideration of present specifications.

Furthermore, the function of overhead management may also expand in the larger public and private libraries of the country. Experience has demonstrated that a serious weakness in the field of government has been failure to provide adequate top management and management assistants. The number of administrative assistants is now rapidly increasing, and in any large organization a considerable number are required. It appears from the specifications in this study that the great bulk of the work of overhead administration is to be entrusted to the Chief Librarian and to the Associate Librarian. One classification, Assistant to the Chief Librarian, is set up to assist in the tasks of overhead management. It may be suggested that as the functions and services of libraries expand, more positions with specialized administrative tasks to perform may be required.

Class specifications have become highly standardized in form, if not in content. They are typically additive in character and often fail to give a really illuminating picture of the relative weight of responsibilities of the position. This aspect of specification writing happens to be well illustrated by the specifications for Librarian and Associate Librarian contained in this excellent study. The scope of their duties is large, but it is impossible to ascertain whether these offices are conceived as being primarily concerned with internal administration, with book selection and client reading habit study, or with the outside contacts which are so important in any library.

Perhaps we ought not to expect duties specifications to assist management in this respect, and the illustration is selected not with the purpose of suggesting any criticism but rather to indicate that the position-classification plan alone does not tell all that needs to be understood with respect to managerial duties.

A study of this kind marks a definite milestone in the development of any profession. That it will be extremely useful to college and university libraries cannot be doubted. In a recent thesis at the Graduate Library School of the University of Chicago entitled "Civil Service and Public Libraries," Herbert Goldhor reached the conclusion that much progress remains to be made in effective classification of library positions, so far as public libraries are concerned. Presumably much the same conclusion could be drawn with respect to the libraries of private educational institutions.

Herein are contained the fundamental standards for good library personnel administration. Reconsidered from decade to decade, they not only furnish the solid foundation on which effective library work is maintained but, from another point of view, serve as documentary records of the rising standards of library administration.

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Chicago,
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May 14, 1943

INTRODUCTION TO SECOND EDITION

Classification, in library work, consists in placing the books and other materials on the same subject in the same class and assigning the same class number to them. Position-classification in personnel administration is placing in one class all positions which are similar in nature and difficulty of duties and in weight of responsibilities and which require similar preparation and personal traits. Such positions are given the same descriptive class title and are called a class of position. A position-classification plan brings together in a logical pattern the classes of positions of an institution or group of institutions and shows their relationship to one another and to the entire group. In addition it aids in recruitment, furnishes a satisfactory basis on which to develop a pay plan, facilitates promotion and transfer procedures, aids in developing service rating and training programs, assists in improving organization, and provides the foundation on which to build good employee-management relations and all other parts of a system of sound personnel administration.

In this presentation of Classification and Pay Plans for Libraries in Institutions of Higher Education the institutions have been divided into three groups: non-degree-conferring institutions, degree-conferring four-year institutions and universities. The classification and pay plan for each group has been issued as a separate volume, each self-contained.

Historical Background

The American Library Association and several state library associations have been working on classification and pay plans for libraries for a number of years. In 1927 the report of the Bureau of Public Personnel Administration to the A.L.A. Committee on the Classification of Library Personnel was issued under the title Proposed Classification and Compensation Plans for Library Positions, often referred to as the Telford report. In 1929 a subcommittee of the A.L.A. Committee on the Classification of Library Personnel brought out Budgets, Classification and Compensation Plans for University and College Libraries which superseded that part of the Telford report which dealt with colleges and universities.

The A.L.A. Board on Salaries, Staff and Tenure published Classification and Pay Plans for Municipal Public Libraries in 1939 as its first contribution to the series of classification and pay plans for all types of libraries which it planned to issue to fulfill one of the functions assigned it by the A.L.A. Council.

In the spring of 1939 the Association of College and Reference Libraries, which was then a section and is now a division of the A.L.A., appointed a Committee on Budgets, Compensation and Schemes of Service and in June 1939 the A.L.A. Board on Salaries, Staff and Tenure appointed its Subcommittee on Budgets, Compensation and Schemes of Service for Libraries Connected with Universities, Colleges, and Teacher Training Institutions. The membership of the committee of the A.C.R.L. and of the subcommittee of the board were identical. Classification and Pay Plans for Libraries in Institutions of Higher Education has been prepared by this subcommittee working in conjunction with members of the A.L.A. Board on Salaries, Staff and Tenure.

The subcommittee acknowledges its indebtedness to the classification and pay plans previously mentioned; these have been of inestimable value in the preparation of the present plans. It also owes much to librarians in the field, whose criticisms and suggestions have been most helpful. For permission to quote the section for pages 5-6 of Position-Classification in the Public Service the subcommittee thanks the Civil Service Assembly of the United States and Canada.

Objectives

The major objectives of this present publication are:

1. To develop classification and pay plans for libraries in institutions of higher education;
2. To establish certain minimum personnel standards for these libraries.

Scope of the Project

This study is limited to positions in the professional and related clerical services in libraries of institutions of higher education. It has omitted certain administrative specifications for the clerical service and has not touched upon the building maintenance, binding or printing services.

Each of the three books treats with a classification and pay plan for one of the three groups of institutions (non-degree-conferring, degree-conferring four-year, universities). Each book contains four sections: (1) Classes of Libraries, (2) Classes of Departments, (3) Personnel Specifications for Library Positions in the Professional and Clerical Services, and (4) Standards of Education, Experience and Pay for Personnel Grades.

The project as originally planned included only those standards which affected the library personnel, namely those which were needed to determine the size, organization, qualifications and compensation of the staff. In December 1940 the Board of Directors of the A.C.R.L. approved the inclusion of other material to make possible the self-evaluation of a library. These additions were items about the building, qualitative appraisal of book stock and special service factors.

Before the enlarged program could be completed this country entered the war. When the subcommittee met in December 1941 the members were firmly convinced that the classification and pay plan would be of great value to libraries during the war period and was therefore needed immediately. They were of the opinion, however, that the war might affect libraries in institutions of higher education so drastically that it would be unwise to issue the self-evaluating score card until after the war. Both the A.L.A. Board on Salaries, Staff and Tenure and the Board of Directors of the A.C.R.L. approved the subcommittee's proposal to complete the classification and pay plan at the earliest possible date and to postpone until after the war the publication of the self-evaluating score card. It is hoped that the score card may be completed and published after the war as much work has already been done on the sections on building, qualitative and quantitative appraisal of book stock and special service factors, as well as for that section on staff.

Methods of Procedure

The subcommittee has held 9 work meetings, each of which has been 2

or more days in length and totaling more than 70 sessions. Open meetings for suggestions and criticisms of the work under way were held at the 1940 Cincinnati Conference, 1940 Midwinter Conference, 1941 Boston Conference and 1941 Midwinter Conference. Meetings have also been held with various interested groups such as librarians of teacher training institutions, representatives of professional library associations and the Subcommittee on College and University Library Buildings of the A.L.A. Committee on Library Architecture and Building Planning. The committee working on classification and pay plans for the American Association of Law Libraries cooperated by furnishing job analyses for 14 law school libraries and statistical information, and by sending a representative to three meetings of the subcommittee.

At the San Francisco Conference in June 1939 the subcommittee studied various classification and pay plans which were prepared for or included libraries and made plans to undertake a job analysis of a group of libraries in junior colleges, four-year colleges, universities and teacher training institutions. This job analysis was made in the fall of 1939 by approximately 25 cooperating libraries and at a later date by 14 libraries in schools and colleges of law. (The form used for the job analysis appears as Appendix B.)

In March 1940 a first preliminary report, "Classification and Pay Plans for Libraries in Junior Colleges, Four-Year Colleges, Universities and Teacher Training Institutions--First Rough Draft of Section on Classes of Libraries" was sent for comment to approximately 250 librarians. The suggestions and criticisms received were incorporated whenever possible.

In order to obtain the opinion of educators as well as librarians on the desirable weights which should be given the four sections of the score card (books, staff, special service factors and building) 36 college presidents were invited to state their preferences for various weights proposed.

In August 1941 a second draft was issued as "Classification and Pay Plans for Libraries in Institutions of Higher Education." This draft containing 150 pages included sections on Classes of Libraries, Classes of Departments, Standards of Education, Experience and Pay for Personnel Grades, Specifications for Positions and Score Card. Approximately 200 copies of this draft were sent out for criticism. They were accompanied by a questionnaire asking the librarians to test the plan for their own libraries. The response was most generous and helpful.

After the A.L.A. Board on Salaries, Staff and Tenure and the Board of Directors of the A.C.R.L., in December 1941, approved the curtailment of the project to its original scope, the subcommittee removed all standards not having a direct relationship to the size, organization and qualifications of the staff from the section, Classes of Libraries, and dropped the entire Score Card Section.

The progress of the work has been reported at the open meetings of the subcommittee, at regular meetings of the Board of Directors of the A.C.R.L., at general and section meetings of the A.C.R.L., in the annual reports of the A.L.A. Board on Salaries, Staff and Tenure, and in articles in College and Research Libraries and School and Society.

Constant reliance has been placed on the advice and help of members of the library profession and of other educators in the preparation of these plans. Criticisms have been solicited at various stages in the work and the response has been very gratifying and most helpful. Hundreds of communications, both

personal and by letter, were received from librarians, college presidents, officers of accrediting agencies and other interested educators.

These plans, therefore, reflect the criticism and suggestions received from a large number of interested persons and should be helpful to all institutions of higher education in drawing up plans for their libraries.

In June 1946 the A.L.A. Council adopted a revised basic minimum pay plan for Classification and Pay Plans for Libraries in Institutions of Higher Education and Classification and Pay Plans for Municipal Public Libraries. This revised basic minimum pay plan was recommended by the A.L.A. Board on Personnel Administration (formerly called the A.L.A. Board on Salaries, Staff and Tenure) after consultation with all of the A.L.A. divisions.

At its meeting in June 1946 the A.L.A. Board on Personnel Administration decided that work should be continued on the parts of the plans omitted because of the war. It therefore appointed a subcommittee to work with the representatives of the board on the preparation of these sections. The members of the A.C.R.L. Committee on Budget, Compensation and Schemes of Service were again asked to serve as members of the board's Subcommittee on Budgets, Compensation and Schemes of Service for Libraries in Institutions of Higher Education.

In December 1946 on recommendation of this subcommittee the A.L.A. Council adopted revised figures in estimating the expenditures for staff salaries and for books, periodicals and binding. The revised basic minimum pay plan and revised figures for expenditures have been incorporated in this second edition.

The subcommittee is now at work preparing the self-evaluating score card and a classification plan for professional school libraries which will be published separately. The members of the subcommittee working on these projects are David H. Clift, chairman, Mary Vick Burney, Ralph M. Dunbar, Charles R. Flack, Edward Geier Freehafer, Flora B. Ludington, Ralph Halstead Parker, Ruth Tarlton Power, Fremont Rider, Eugene H. Wilson and Eleanor M. Witmer. The representatives of the A.L.A. Board on Personnel Administration working with the subcommittee are Edward B. Stanford, chairman, David H. Clift and Hazel B. Timmerman, executive assistant.

Purpose of the Plans

Personnel administration is one of the major concerns if not the major concern of library administration. Classification of positions is a basic tool in personnel administration - as basic as is the classification of books and other materials in library work. Classification and pay plans are as essential to good administration and management in libraries as they are in business, industry and government.

A classification plan is not only of value in recruiting and certification but it also has many other uses in personnel administration. These are stated in Position-Classification in the Public Service as follows:

Civil Service Assembly of the U. S. and Canada. Position-Classification in the Public Service; a report submitted to the Civil Service Assembly by the Committee on Position-Classification and Pay Plans in the Public Service; Ismar Baruch, chairman. 1941. The Assembly, 1513 East 60th Street, Chicago.

"Position-classification is an administrative instrument of wide usefulness and value in personnel administration. It groups individual positions into classes of positions on a basis that has real meaning in personnel administration. By emphasizing an impartial scientific approach, it helps avoid a purely personalized treatment of work and pay problems. It aids recruiting and testing authorities by making it possible to hold tests for classes of positions instead of a larger number of tests for individual positions having immaterial differences and by furnishing for each class a picture of the work to be performed and a statement of qualification requirements. In its use as a sound basis for a fairly administered pay plan, it serves the interests of the people, the tax payers, the operating officials, and the employees. Its system of class titles constitutes a uniform job language defined in class specifications, which in itself provides a base for common understanding among all those agencies and officials having to do with personnel administration. It facilitates the preparation of informative budgets for personal services; clarifies promotion and transfer transactions; aids in developing service rating plans and training programs; aids in planning, clarifying, and improving organizations; facilitates the development of good employee-management relations; and makes it possible to keep significant service records and compile meaningful personnel statistics.

"In these and many other ways it serves as a facilitating instrument for personnel management and administrative operation, and as a specific tool for conducting many types of transactions involving the public, present and prospective employees, operating officials, accounting, budgeting and appropriating agencies, and the personnel agency of the jurisdiction. It is this broad usefulness which makes a well prepared, currently maintained classification plan for positions the keystone in a sound system of public personnel administration."

The selection and retention of able, courteous and efficient personnel is of major importance to those responsible for library administration. If professional workers of desirable calibre are to be attracted to and retained in library service in institutions of higher education they must be fully informed of the duties and responsibilities involved in the positions in this field, of the qualifications required, the rates of pay and the promotional opportunities.

Similarly the establishment of standards for personnel as set up in these classification and pay plans and other library tools will act as a strong factor in recruiting men and women with desirable educational and personal background to the library field.

Library groups engaged in setting up certification requirements and standards will find this material helpful.

After the positions which are similar in nature, difficulty of duties and weight of responsibilities have been grouped together as a class of position they are given a class title as Intermediate Circulation Librarian or Junior Reference Librarian. It is only after the position-classification plan has been made that a pay plan can be drawn up which will assure equal pay for equal work. For this reason a carefully prepared classification plan based on an actual job analysis of the work performed should be a first step in the organization of any library.

A classification plan once developed is not static. It is constantly altered to meet the changing conditions in the library. Certain positions

may be eliminated, others added, and some combined. Furthermore duties may be added or taken away from certain positions necessitating their reclassification.

In drawing up a pattern for libraries in institutions of higher education for the country as a whole, the subcommittee is in no sense attempting or recommending nation-wide regimentation. It believes that this pattern will serve as a guide to individual libraries in setting up plans to meet their own particular situations. It is impossible to prepare a national pattern which will fit any library without modification and adaptation. Each library in drawing up a classification and pay plan of its own should (1) study the pattern set by the subcommittee, (2) make a job analysis of each of its positions, (3) develop its own classification plan based on the job analysis, and (4) prepare a pay plan based on the position-classification plan. The classification plan of the individual library, while following the national pattern in certain respects will not do so in others. It will, and should fit the specific library only. In all probability its classes of positions will be fewer than those in the national model. It may have positions which will combine certain duties of two or three of the sample class specifications and other positions which do not appear in the sample specifications. The classes of positions recognized and the duties and responsibilities of these positions will vary to meet the local situation. The grading of the position may also vary. For example, the subcommittee automatically assigned Professional Grades 2 or 3 to most departmental librarians and specialists. The individual library having a large department of medicine, law, library science or microphotography, for instance, might desire to set this up as a small department or division and determine the grade of the position of its chief in the same manner as the grades of other chiefs of departments.

Classes of Libraries

Some sort of a determination of a library's service load is essential preparatory to the development of any plan for its organization. The subcommittee developed, after much testing, a method of computing the service load in terms of service units based on varying numbers of underclass and upper-class (undergraduate) students, honors students, graduate students and faculty members. This formula is as follows:

Each underclass (undergraduate) student other than honors students is counted as	1 unit
Each upperclass (undergraduate) student other than honors students is counted as	2 units
Each honors student is counted as	3 units
Each graduate student is counted as	4 units
Each faculty member is counted as	5 units

The details of procedure to be followed in determining the number of service units of any given library appear in the section, How to Use This Book.

Service unit load rules are not to be followed blindly. Lest this subcommittee's suggestion of method for establishing the library's service load be misunderstood, some points about it should be made clear. It is realized by the subcommittee that no determination of the service load of any library can be exactly determined by any method of statistical computation. The subcommittee further realizes that in the case of very large universities, the making of such a service unit computation entails serious practical difficulties. It is extremely difficult for the larger educational institutions to determine the library's load in terms of service units because of factors such as lack of uniformity in counting part-time and part-year students and faculty, varying definitions of honors and graduate work, organizational com-

plexity, to say nothing of the present day problems resulting from sheer numbers.

The subcommittee would like to emphasize that this document is intended primarily for the hundreds of small and medium-sized institutions of higher education, not for very large universities. The organization of very large institutions is not only highly complex but also highly individualized. To make a standardized pattern fit them is difficult, if not impossible.

Although such a publication as this is not expected to be immediately applicable to the practical needs of educational institutions of very large size or very special type, the subcommittee believes that, if it be used with intelligent discrimination, it will prove of some value to them. This publication applied to the separate divisional or college units of a great university library, treating each unit as a separate entity, may be helpful for purposes of comparison with other libraries. If an attempt is made to apply it to the university library as a whole, organizational complexity would make such application difficult.

Finally, no library should feel obliged to use the service unit method of establishing its own service load if it is able to devise a better one. On the other hand, it is obviously short sighted to throw this service unit method out simply because many of the details of its computation have to remain sheer estimate. A service unit load computation that is 70% exact and 30% careful guesswork is, after all, more accurate than one that is 100% guesswork. A library budget based on such a unit basis is, after all, more easily defendable to trustees and administrators than a budget based on unchecked precedent or on what may be really little more than sheer hunch.

Even those institutions which find it difficult to compute a service unit load can use this document advantageously to assist in the development of its position-classification and pay plan.

The libraries of institutions of higher education are arranged in six classes for non-degree-conferring and degree-conferring four-year institutions and in seven classes for universities. The number of service units which the library has as its service load determines in which one of the various classes the institution belongs.

The section, Classes of Libraries, has been included in the classification and pay plan in order to make a pattern for the country as a whole so that libraries having approximately the same service load will be required to meet the same minimum standards.

For each of the classes of libraries are established certain minimum standards which the library should meet. Those standards have been selected which affect, directly or indirectly, the size, organization and qualifications of the library staff. Obviously the number of positions, their variety, grading and distribution, the minimum qualifications required and the compensation paid are included in any standards dealing with positions and personnel. Other standards which indirectly affect the size and character of staff are also given--annual salary budget, book stock, annual book budget, hours of opening and certain welfare and working conditions for the staff.

Standards for libraries in institutions of higher education vary greatly in different parts of the country. Therefore the personnel standards used in the national pattern are necessarily at variance with local conditions in some

institutions. It is felt, after considerable testing, that they do reflect average conditions throughout the country.

While certain minimum personnel standards are set up in these classification and pay plans, it should be emphasized that these standards are included, not for purposes of accrediting, but as a method of self-evaluation.

Classes of Departments

In the national pattern the subcommittee has provided for four departments (catalog, circulation, order and reference) for universities and degree-conferring four-year institutions, and for three departments (catalog and order, circulation and reference) for non-degree-conferring institutions.

A department is defined as a major unit of the library system, set up to perform a definite function or set of related functions. It has its own staff, definite responsibilities and a head who is directly responsible to the Chief Librarian or the Associate (or Assistant) Chief Librarian.

Departments have been broken down into one or more groups called classes of departments arranged according to the number of staff members in their full-time equivalent. The number of employees has been varied among classes in the various departments so that the positions of chiefs of all Class A Departments in the same type of institution will have duties and responsibilities of equal weight. Therefore they have been assigned the same personnel grade and have been placed on the same salary schedule. Thus a Class A Circulation Department will have more positions than a Class A Reference Department but the duties and responsibilities of the two positions of chief will be equal in weight.

The individual library, in preparing its own plans, may have the departments as set up in the national pattern, a combination of them or even more departments, according to its own organization.

Personnel Specifications for Library Positions

Personnel specifications have been prepared in the third section for a number of positions which are considered to be typical of those occurring in many libraries. They have been chosen to illustrate positions for all grades of the professional and clerical services. For each specification six items are given: (1) the class title, (2) the definition of the class of the position, (3) examples of the typical tasks performed, (4) the qualifications considered minimum for satisfactory performance of the work, (5) the grade of professional or clerical service to which the position has been assigned and (6) minimum salary schedule in terms of compensation paid on an annual basis.

Personal traits as given on each specification do not attempt to enumerate the specific traits which are considered desirable for every library position such as intelligence, integrity, good health, pleasing voice and manner, attractive appearance, pleasing personality, interest in people, imagination, dependability, courtesy, physical and mental energy, dignity, ability to do team work and forcefulness. The traits which are used in the specifications, about twenty in number, have been arranged in alphabetical order as it would have been extremely difficult to arrange them in order of importance on each specification. The abilities required follow, for the most part, the order used in enumerating the typical tasks performed.

Terminology

The terminology used in the various specifications conforms as far as possible to that considered best in personnel practice. With four exceptions all class titles in the professional service include the word "librarian" to denote professional status. These exceptions are Archivist, Bibliographer, Instructor in the Use of the Library and Readers' Adviser. Relative rank is shown as follows: Chief Librarian, Associate (or Assistant) Chief Librarian, Chief Circulation Librarian, Assistant Chief Circulation Librarian, Senior Circulation Librarian, Intermediate Circulation Librarian, Junior Circulation Librarian. The position, Junior Librarian, is of the lowest grade in the professional service on the general staff, whereas that of Junior Reference Librarian is of the lowest professional grade in the Reference Department. Relative rank in the clerical service is shown from the class titles: Head Circulation Library Clerk, Senior Circulation Library Clerk, Junior Circulation Library Clerk. In the non-degree-conferring institutions no provision has been made for Head Library Clerks either for the general staff positions or in any department.

Several changes in terminology have been made in these plans from those issued by the A.L.A. Board on Salaries, Staff and Tenure in 1939 for public libraries. Four warrant special mention. The class title, Junior Librarian, in the present plans corresponds with that of Minor Junior Librarian in the public library plans. Both are Professional Grade 1, the lowest grade in the professional service. Intermediate Librarian in the present plans and Junior Librarian in the public library plans coincide and are Professional Grade 2. The class titles Catalog Librarian (Reviser), Catalog Librarian (Specialist in a Subject or Language Field) and Classification Librarian are used in these plans whereas Catalog Reviser, Catalog Specialist in a Subject or Language Field and Classifier were used in the public library plans. Thus in the present plans another step has been taken towards following good personnel procedure and using the word "librarian" in professional class titles.

To denote that different classes of positions require a specific type of knowledge in varying degrees, a somewhat arbitrary series of descriptive adjectives and nouns have been used which have been varied somewhat for different types of knowledge. As an illustration, acquaintance, familiarity, understanding, knowledge, working knowledge, good knowledge, broad knowledge, extensive knowledge, and thorough knowledge have been used, with acquaintance considered the lowest requirement and thorough knowledge the highest.

Standards of Education, Experience and Pay for Personnel Grades

A definite scheme has been followed so that this section for all three groups of institutions of higher education will dovetail and will also correlate with the same section in Classification and Pay Plans for Municipal Public Libraries issued by the A.L.A. Board on Salaries, Staff and Tenure in 1939.

Two services, professional and clerical, have been set up for institutions of higher education. The public library plans included the subprofessional service also. After the job analyses revealed that in libraries in institutions of higher education this service was rarely utilized, librarians of a large number of institutions were consulted to determine whether this situation was general. As this proved to be the case the subprofessional service was omitted from these plans.

Positions in the professional service usually fall into one of three groupings: executive, bibliographical and those requiring contact of a professional nature with the public. Thus a knowledge of library work as taught in a library school is considered essential. When certain positions require unusual subject or language background, it may, on rare occasions, be very difficult or impossible to find someone who has this required background plus library school education. In such instances the subject background may be deemed more essential to the specific position and the person possessing it be chosen for the position with the understanding he complete his library education within a specific period.

As all professional staff members contribute to the educational program of the institution they are deemed to be of an academic rank corresponding to deans, teaching staff and departmental assistants. They should also enjoy the academic privileges including participation in retirement plans.

Positions in the library's clerical service are similar to clerical positions in the business and other offices of the institution. To hold a position in this service the incumbent is not required to have had prior library education or experience.

The classes of positions have been brought together in grades so that those positions which require different class titles, but which are comparable as to weight of duties and responsibilities and call for similar amounts of academic and professional or technical education are grouped in the same personnel grade. It follows, therefore, that all classes of positions within a given grade are on the same salary schedule.

Ten grades for the professional service and three for the clerical service have been used. All grades of both services are applicable to universities; nine of professional and all of clerical to degree-conferring four-year institutions; and six of professional and two of clerical to non-degree-conferring institutions. Although six grades of clerical service have been set up in the revised basic minimum pay plan for Classification and Pay Plans for Municipal Public Libraries the subcommittee has not made provision for Clerical Grades 4-6 for libraries in institutions of higher education. It is the subcommittee's opinion that the types of work which are performed in these higher clerical grades are usually provided for the library by the central college or university administration.

Educational qualifications, including not only professional or technical training but also library experience, provide a series of equivalents.

In specifying the number of years of experience required which would enable an individual to qualify for a position of higher grade than his educational background would warrant, if library experience were not included, the usual phrase has been "appropriate professional experience in a library of recognized standing." Until the self-evaluating score card for libraries in institutions of higher education is issued, there seems to be no better way of designating which libraries are suitable for the acquisition of useful experience than some such phrase as "library of recognized standing."

The section, Standards of Education, Experience and Pay for Personnel Grades, appears as a separate section for two reasons: to bring together in an alphabetical list the classes of positions set up under their grade of professional or clerical service, and to save needless repetition of the education and experience requirements in each class specification and

throughout the section, Classes of Libraries.

Pay Plan

The pay plan and its various salary schedules presented many perplexing problems. It is recognized that regional differences in standards and support of institutions of higher education and in the cost of living make it impossible to set up any salary schedule which would be equally applicable to all libraries. Variations in the cost of living occur within the boundaries of individual states. The salaries for the position of Chief Librarian and for positions on the professional staff must also be considered in relation to the salary schedules established for the various ranks of the faculty in the institution. In general the grades of positions in the professional service in the library are intended to be the equivalents of the corresponding levels of positions on the faculty in which like responsibilities, experience and education are required. The Chief Librarian of a college should receive a salary comparable to that of a full professor and head of a department in the college and the Chief Librarian of a university comparable to that of a dean in the university. The Assistant Chief Librarian's salary should compare with that of an associate professor; salaries of department heads should be in line with those of assistant professors and so on down the line.

In the revised basic minimum pay plan, a basic salary of \$2460 was adopted as the minimum beginning salary for a position which normally requires of its incumbent the completion of a four-year college course plus one year in an accredited library school. A \$2100 minimum salary was adopted for the positions for which the minimum educational qualifications were the completion of a four-year college course which included one year in an accredited library school.

Accepting this salary of \$2460 as the minimum of the salary schedule for Professional Grade 2, and that of \$2100 for Professional Grade 1 the salary schedule for each grade was developed from these points.

For most grades of service a five-step minimum salary schedule has been developed. Thus the salary schedule for Professional Grade 2 is \$2460-2610-2760-2910-3060, i.e., \$2460 is the minimum salary for entrance to the position; four increments of \$150 each have been provided; the maximum salary for the position on this minimum salary schedule is \$3060. The increments suggested are not recommended as annual or automatic increments but rather as increments for worth, i.e., satisfactory performance of the tasks. The salary schedules for each grade are set up so that they dovetail into one another to form one complete pay plan, as follows:

Professional Service

Grade 1 -	\$ 2 100	\$ 2 220	\$ 2 340	\$ 2 460	\$ 2 580
2 -	2 460	2 610	2 760	2 910	3 060
3 -	2 910	3 090	3 270	3 450	3 630
4 -	3 450	3 660	3 870	4 080	4 290
5 -	4 080	4 320	4 560	4 800	5 040
6 -	4 800	5 100	5 400	5 700	6 000
7 -	5 700	6 120	6 540	6 960	7 380
8 -	6 960	7 500	8 100	8 760	9 300
9 -	8 760	9 540	10,320	11,100	11,880
10 -	11,100	12,000	12,900	13,800	14,700

Clerical Service

Grade 1 -	\$1350	\$1410	\$1470		
2 -	1470	1530	1590		
3 -	1650	1710	1770	\$1830	\$1890

Although definite salary schedules have been provided for clerical service, from which hourly rates for student assistants performing clerical work are derived, compensation for such work should be dependent as well on that paid for like work in the institution.

All the standards set up are minimum standards. It is hoped that the individual library will take these minimum schedules as a basis for devising a pay plan more applicable to its particular situation. It is expected that average and better than average libraries will exceed these minimum salary schedules for the various grades.

The revised basic minimum pay plan for municipal public libraries differs from that used for libraries in institutions of higher education as six instead of three clerical grades are set up in the municipal public libraries plan. The subcommittee is of the opinion that Clerical Grades 4-6 do not usually exist in libraries in institutions of higher education because the central college or university administration normally provides the library with the services performed in these grades in public libraries. As the very large university libraries may have such positions the minimum salary schedules for these grades are given for the information of such libraries.

Clerical Service

Grade 4 -	\$1830	\$1890	\$1950	\$2010	\$2070
5 -	2010	2130	2250	2370	2490
6 -	2370	2490	2610	2730	2850

Future Revisions

Classification and pay plans can not be static but must be adjustable and changing to reflect current duties and responsibilities. Post war conditions may well accelerate such changes.

After these plans are in use certain inconsistencies and imperfections will no doubt be brought to light. The subcommittee will therefore welcome suggestions and criticisms in regard to the plans. Revisions to meet future needs will be essential.

HOW TO USE THIS BOOK

I. Classify the institution

In the preparation of Classification and Pay Plans for Libraries in Institutions of Higher Education the institutions have been divided into three groups: non-degree-conferring institutions, degree-conferring four-year institutions and universities. The classification and pay plan for each group is issued as a separate book.

Non-degree-conferring institutions include junior colleges, two-year and three-year normal and teacher training institutions, and technical institutions above the high school level that do not confer a bachelor's or higher degree.

Degree-conferring four-year institutions offer primarily a program leading to the bachelor's degree and may or may not also offer additional work leading to a master's degree. These include both liberal arts colleges and teacher training and other professional colleges.

Universities offer graduate academic work leading to the master's degree and doctor's degree and professional education leading to the various professional degrees and may or may not also include undergraduate curricula leading to the academic bachelor's degrees.

Select the book which treats the class of institution under consideration. Each book is so set up that the material in it applies only to libraries in that group of institutions. The other books will not apply to the library under consideration.

II. Establish the library's service load

The first step in establishing the service load is to obtain the number of students and faculty members both full time and part time in the following categories: underclass (undergraduate) students, upperclass (undergraduate) students, honors students, full-time faculty members and irregular faculty members. For uniformity the figures should be obtained at a specific time such as the third week of the semester and summer session. All calculations are based on the service load of the library. It is therefore essential that care be taken at the outset to obtain as exact figures as possible.

The following definitions of students and faculty are based on those of the American Association of Collegiate Registrars.

Underclass (undergraduate) student is a freshman or sophomore or special student with approximate freshman or sophomore standing.

Upperclass (undergraduate) student is a junior or senior or special student with approximate junior or senior standing.

Honors student is a junior or senior who, because of superior scholarship, is excused from some or all of his classes and is permitted to pursue independent study. Some institutions allow a few non-honors students to do honors work.

Professional student is one enrolled in a professional school and should be classified on the preceding bases namely as underclass, upperclass or honors.

Full-time student is one carrying a load of at least 15 credit hours a week or the minimum specified by the institution.

Irregular student is one taking summer, extension, night, part-time and other irregular work and should be classified by preceding standards but counted in terms of the full-time equivalent according to the number of credit hours taken.

Faculty member is a full, associate or assistant professor or an instructor who teaches the normal full load or who supplements a part-time teaching load with a research assignment.

Full-time faculty member is one carrying a 15 hour teaching load or the minimum specified by the institution.

Irregular faculty member is a part-time or visiting faculty member or one who teaches only in a summer session or extension courses and who is not otherwise employed by the institution. He should be classified on the preceding bases and according to the number of hours taught and in terms of the full-time equivalent.

For the regular session take the number of part-time students in each category and the number of part-time faculty and turn these numbers into their full-time equivalent. If a full-time student in the institution is required to carry a load of 15 credit hours a week, count as full time all students taking this amount. If, however, 12 credit hours or some other number are required, use that figure. Using 15 credit hours per week as the basis of this discussion, 5 part-time students taking 3 credit hours a week of courses of underclass (undergraduate) level would be counted as 1 full-time student. Similarly, 3 students taking 5 hours, or any other combination making 15 hours would be considered as 1 full-time student. If some students are taking more than 15 hours the extra amount should not be counted. In other words 15 or more credit hours taken by any student in an institution using 15 credit hours as a full-time load would be counted only as 1 student.

Summer sessions are computed as follows: a student taking the full-time allowance for the summer session in an institution which has a regular session of 36 weeks and a summer session of 6 weeks would be considered as 1/6 of a student, those taking less than the full-time allowance would be rated proportionately.

Extension students are not to be counted in the library's service load if the library does not supply library services to them.

The part-time, summer session and extension faculty are estimated in the same manner as are students. If the full-time teaching load is 15 hours per week in the institution 5 faculty members who give 5 credit hours work are counted as 1 full-time faculty member. However, 1 faculty member teaching 10 hours with a research assignment which is considered equivalent to another 5 hours of teaching would be figured as a full-time

faculty member. Summer session faculty teaching the full-time allowance for the summer session are estimated in terms of the length of the summer session as compared with the length of the regular year, part-time summer session faculty are rated proportionately. Extension faculty are counted proportionately if the library furnishes service to them.

If an institution, for example an urban junior college, having 2 semesters in its regular session has a curriculum set up in such a way that many more students are enrolled in 1 semester than in the other, estimate the number of students in each semester separately, add the number of students in the first semester to that in the second semester and divide by 2 to obtain the number for the regular session. Care should be taken so that the figures obtained are uniform, i.e., obtained for the third week of each semester.

After these calculations have been made apply the following table to obtain the service load:

	Count
Each underclass (undergraduate) student other than honors students	as 1 unit
Each upperclass (undergraduate) student other than honors students	as 2 units
Each honors student	as 3 units
Each faculty member	as 5 units
Add number of units of each category.	The total obtained is the library's service unit load.

The service unit load of the library establishes the class of the library in the pattern for the libraries in institutions of higher education as a whole.

Class 1 Non-degree-conferring Institution Library has a service load of less than 100 service units

Class 2 Non-degree-conferring Institution Library has a service load of 100-349 service units

Class 3 Non-degree-conferring Institution Library has a service load of 350-649 service units

Class 4 Non-degree-conferring Institution Library has a service load of 650-1099 service units

Class 5 Non-degree-conferring Institution Library has a service load of 1100-2499 service units

Class 6 Non-degree-conferring Institution Library has a service load of 2500 or more service units

For example, a library having a service unit load of 1050 units would be a Class 4 Non-degree-conferring Institution Library according to the national pattern.

Admittedly this is a rule-of-thumb method and no rule-of-thumb method will give a precise measurement of the services the library renders but the final net figure will at least more correctly represent the service the library is called upon to give than a simple count of students--the measure formerly used. Surveys made for a large number of institutions from very small junior colleges to very large universities indicate that this method serves admirably well.

III. Work out the minimum standards recommended by using the library's actual service load

To illustrate this and succeeding sections, a Class 4 Non-degree-conferring Institution Library having a service unit load of 1050 units has been selected. Turn to pages 6-7 of the section, Classes of Libraries, to find the minimum standards which are recommended for a Class 4 Non-degree-conferring Institution Library. Pages 6 and 7 are the only pages in the section, Classes of Libraries, which apply to a Class 4 Non-degree-conferring Institution Library. Material in Classes 1-3 and 5-6 are not applicable.

As this discussion of the minimum standards recommended follows the same order as the standards appearing on pages 6-7 it is suggested that they be consulted along with this illustrative material. The standards are divided into five major sections: (1) Staff organization, (2) Qualifications and salaries, (3) Working conditions, welfare and economic security, (4) Annual salary budget and (5) Other standards including books, annual book budget and hours of opening. This discussion follows that order of presentation.

A. Staff organization

The formula used to obtain the number of positions recommended as minimum and their breakdown into the professional and clerical services was arrived at after considerable testing of actual conditions in all types and sizes of libraries.

1. Professional service

On page 6 the method of computing the number of professional positions required in addition to that of Chief Librarian is given in item I,A,1: 1 professional position for first 750 service units plus 1 more for each additional 500 units or major fraction thereof. Therefore the recommended number of professional positions other than that of the Chief Librarian is 2.

2. Clerical service

Item I,B,1 indicates how the number of positions in the clerical service is obtained: 40% of 3 positions (2 plus that of Chief Librarian) = 1.2 clerical positions or 60% of 3 positions = 1.8 clerical positions. Therefore the positions in the clerical service including student assistants should be between 1.8 and 1.2. Student assistants who perform clerical work in the library are in the clerical service and not in a separate service as a service is determined by the type of work performed. When student assistants fill part of the clerical positions they should be counted in terms of their full-time equivalent, i.e., if a full-time clerical assistant works 40 hours per week, then 4 students working 10 hours per week would hold 1 clerical position jointly.

For present purposes in this illustration use 1.8 clerical positions and divide them into 1 full-time clerical position and .8 position estimated in student assistants' time. .8 position x 40 hours per week x 36 week-year = 1152 hours of student assistance per year or 32 hours of student assistance per week.

The number of positions recommended as the minimum requirement for the staff organization takes into account average conditions as they exist in the country as a whole including an average building or quarters.

Therefore the large building or the quarters not easily supervised will require more positions to render adequate service than does the compact unit. If the reserves desk, for example, is separated from the Circulation Department, an additional number of professional and clerical positions and a larger number of hours of student help will be required to man it. The number of positions will be affected by the hours of opening often determined by local requirements.

B. Qualifications and salaries

1. Professional service

a. Qualifications

1) On page 6 item II,A,1,a brings out the fact that the position of Chief Librarian of a Class 4 Non-degree-conferring Institution Library is established in the national pattern as Professional Grade 4. Minimum requirements of education and experience will be found on page 52. It is found that there are 7 ways of meeting the education and experience requirement as outlined in 7 paragraphs. The Chief Librarian should meet the requirements as set forth in one of these 7 paragraphs.

b. Salaries

1) The position of Chief Librarian in a Class 4 Non-degree-conferring Institution Library is established as Professional Grade 4 which carries a minimum salary schedule of \$3450-3660-3870-4080-4290 (see item II,A,2,a). In this schedule \$3450 is the minimum salary for entrance to the position, 4 increments of \$210 each have been provided and the maximum salary on this schedule is \$4290. As these are minimum standards the pay plan of the individual library may, of course, provide for Professional Grade 4 a higher minimum salary, different increments and a higher maximum salary. The schedule should not be lower than the one given in the national pattern.

2) The remainder of the professional staff are paid according to the professional grade of the position held.

As 3 professional positions were needed to meet the minimum requirements for a Class 4 Non-degree-conferring Institution Library the personnel grades of 2 positions need to be assigned. For present purposes in this discussion use 1 in Professional Grade 2 and 1 in Professional Grade 1. Thus the 1 position of Professional Grade 2 is in the minimum salary schedule for that grade - \$2460-2610-2760-2910-3060 and the 1 position of Professional Grade 1 is in the minimum salary schedule for that grade - \$2100-2220-2340-2460-2580.

2. Clerical service

It has been found that the recommended number of positions in the clerical service is from 1.2 to 1.8 positions. For present purposes 1 full-time clerical position plus .8 position of student help or 1152 hours of student assistance are used. For this illustration use 1 position of Clerical Grade 2 and .8 position of Clerical Grade 1 or 1152 hours of student help.

On page 48 are found the standards of education, experience and pay for clerical service. It is felt that student help on an hourly basis can adequately fill positions of Clerical Grade 1, therefore the hourly rate of student pay is computed. It is also recognized that positions of Clerical Grade 2 are of such a nature that they require more continuity in service and can not be filled satisfactorily by

students who are working a few hours per week, therefore no hourly rates have been set up for this grade. If student assistants are used for this higher grade of clerical service they should work in most instances not less than half time or 20 hours per week and should be on the regular monthly payroll.

C. Distribution of positions into general staff and departments

Continuing with a Class 4 Non-degree-conferring Institution Library as an illustration, it is next necessary to arrange the positions in the hypothetical library into general staff positions and departments. The 3 professional and 1 clerical positions and the 1152 hours per year (32 hours per week) of student help can be broken down for this illustration to make provision for a Catalog and Order Department, for circulation work done on a nondepartmentalized basis and for the reference work handled by the Chief Librarian. A department has been defined as having a minimum of two positions in full-time equivalent. Therefore it follows that nondepartmentalized circulation work implies less than the equivalent of two full-time positions. It must be remembered that part-time positions must be equated into full-time positions.

On page 12 it is found that the various departments have been set up to show the work included in each department in the national pattern. It follows that a different allocation of work will affect the number of positions needed for the various types of work. For this illustration the positions are distributed as follows:

- Chief Librarian - 1 position
- Stenographer of Clerical Grade 2 - .25 position
- Catalog and Order Department - 2 positions
 - 1 professional position
 - .75 clerical position
 - 10 hours per week of student help = .25 position
- Circulation work - 1.55 positions
 - 1 professional position
 - 22 hours per week of student help = .55 position

On page 12 it is also found that:

1. A Catalog and Order Department having in full-time equivalent a staff of 2 including the chief is a Class A Catalog and Order Department
2. Circulation work having in full-time equivalent a staff of 1.55 is nondepartmentalized

Distribute the positions in the Class A Catalog and Order Department

Turn to the section, Personnel Specifications for Library Positions in the Professional and Clerical Services, for the class specification for a Chief Catalog Librarian of a Class A Catalog and Order Department on pages 21-22. It is found that this position is a Professional Grade 2 position. Therefore the 1 position of Professional Grade 2 has been included which was recommended in the distribution of positions according to grades. As soon as the personnel grade of the chief of department is set up the other positions in the department can be arranged in logical sequence.

The 2 positions (counting student help) can be set up as follows:

- 1 Chief Catalog and Order Librarian - Class A Catalog and Order Department - Professional Grade 2 (see pp. 21-22)
- .75 Senior Catalog and Order Library Clerk - Clerical Grade 2
(see p. 42)
- .25 position or 10 hours per week of student help

The page numbers given after the grade refer to the pages on which the specifications for these positions appear.

Distribute the 1.55 positions (counting student help) in the circulation work as follows:

- 1 nondepartmentalized Circulation Librarian - Professional Grade 1 (see p. 27)
- .55 position or 22 hours per week of student help

D. Personnel specifications for library positions in the professional and clerical services

There have been included approximately 35 specifications of classes of positions which are most likely to occur in non-degree-conferring institution libraries. No library will have all of them and in most libraries positions will exist which combine the work given here in two or more specifications. It will be noted that in the Catalog and Order Department there has been set up in this illustration a .75 position, Senior Catalog and Order Library Clerk - Clerical Grade 2 and a .25 position, Stenographer - Clerical Grade 2. These can be combined into 1 position. A new specification for the resulting position should be written to combine the tasks performed in both parts of the position and the class title would probably be given as Senior Catalog and Order Library Clerk and Stenographer.

In the specification for each class of position six items are given: (1) the class title, (2) the definition of the class of position, (3) examples of typical tasks performed, (4) minimum qualifications both professional and personal, (5) the grade of professional or clerical service, and (6) the salary schedule.

If the person holding the position under consideration performs the duties as set forth in the definition of the class of position his position is one of that class regardless of his title, qualifications or compensation. Thus a simple classification plan can be drawn up by using merely this definition and omitting the examples of typical tasks and minimum qualifications. While better than nothing such a plan is still unsatisfactory. It must be made clear that if the incumbent performs the duties as set forth in the definition of the class of position, the position belongs in that class and therefore is of the personnel grade assigned it (either professional or clerical) even though the incumbent does not meet the minimum qualifications which are deemed necessary under usual circumstances for the satisfactory performance of the work. It follows that a person without full library school education may hold a position on the professional staff and conversely that a person with a degree from an accredited library school may hold a position on the clerical staff. Positions, not the incumbents, are

On each specification there appears a reference to the page on which the detailed requirements of education and experience are given. This reference is made to save repetition of these alternates in each specification.

E. Working conditions, welfare and economic security

On pages 6-7 it is found that minimum standards for working conditions, welfare and economic security follow the minimum standards for staff organization and qualifications and salaries. These have been included because they affect the size of the staff and the efficiency of the library. A well-balanced employee relations program is considered by most employers as the normal requirement in any plan for the successful administration of human relationships. Therefore those standards affecting the employment of personnel have been set down to show what are considered minimum standards for good personnel administration in libraries. They also affect the size of the staff required for proper administration of the library.

1. Hours of work. If a staff member works no more than 40 hours per week it requires a minimum of 1.25 persons to cover the hours of opening in a public service department open 50 hours per week plus additional staff to provide for the extra time needed away from the public to perform supervisory and other duties. If the requirement is 35 hours per week a minimum of .7 person will be needed.
2. Vacations also affect the size of the staff. The minimum vacation of one month for professional staff must be considered in terms of positions. In a non-degree-conferring institution where the library is open 12 months it follows that for every 11 positions an additional position must be provided to care for the vacation period of the 11 incumbents and the vacation of the additional person who has the 12th month for his vacation. Twelve full-time persons are therefore required to service 11 positions unless vacations can be scheduled in particularly slack periods when the hours can be curtailed or unless the staff from the technical departments can be used to cover the schedule during vacation periods. It is not usually desirable, however, to schedule technical department staff for this purpose except in great emergencies and for very short periods. The output of their work must not be retarded to the extent that the efficiency of the library is impaired. In those institutions which operate on a 36 week-year extra staff are not needed to cover vacation schedules as vacations can be taken when the college is closed.
3. Leaves for study or for illness also require arrangements for persons to fill the actual position during the leave. If a faculty member is granted leave his courses may not be offered for the semester or year. In a library, a position can not be cut out during a staff member's leave without impairing the work of the library.
4. Pension systems are of benefit to the employee and the employer. As he grows older, the employee can perform his work much more satisfactorily and efficiently when he is not worried about his future. The employer can retire the employee at the retirement age without worrying what will happen to the person who has given the library years of faithful service. Adequate retirement allowances make it unnecessary to continue the employment of one who is no longer capable of satisfactory performance. All positions should be filled by those who can do the work efficiently.

F. Annual salary budget

The recommended annual salary budget for a Class 4 Non-degree-conferring Institution Library having a service unit load of 1050 units is computed as follows:

$$\begin{aligned} 1000 \text{ units at } \$11 &= \$11,000 \\ 50 \text{ units at } \$9 &= \underline{\quad 450} \\ &\quad \$11,450 \end{aligned}$$

This formula for annual salary budget, like all other formulae used, has been tested for many institutions.

The \$11,450 which is for staff salaries and student wages but not for maintenance staff can be broken down as follows among the positions on the staff according to their recommended grades:

1. Professional service - 3 positions

1 Chief Librarian - Professional Grade 4		
1 at second increment - \$3870	\$3870.00	
1 position of Professional Grade 2		
1 at second increment - \$2760	2760.00	
1 position of Professional Grade 1		
1 at first increment - \$2220	2220.00	
	<u>\$8850.00</u>	\$ 8 850.00

2. Clerical service - 1 full-time position

plus student help of 1152 hours		
1 position of Clerical Grade 2		
1 at first increment - \$1530	1530.00	
1152 hours of student help		
600 at 65¢ per hour - \$390.00		
552 at 67¢ per hour - 369.84		
	<u>\$759.84</u>	<u>2 289.84</u>
Grand Total		\$11,139.84

This leaves \$310.16 of the total salary budget of \$11,450 to be used for help during sick leaves and other emergencies. If the library has students whose wages are paid from the institutional budget though not necessarily charged against the library budget, consideration must be given this fact and the library budget adjusted accordingly.

G. Other standards

As the book stock, annual book budget and hours of opening have a definite bearing on the size and distribution of the positions they have been included. The formula used for each was tested to determine its adequacy.

1. Book Stock recommended as minimum in a Class 4 Non-degree-conferring Institution Library is estimated according to the service unit load of 1050 units as follows:

$$\begin{aligned} 50 \text{ books } + 100 \text{ units} &= 5,000 \text{ books} \\ 50 \text{ books } + 500 \text{ units} &= 4,800 \text{ books} \end{aligned}$$

2. Annual book budget - average expenditures for books, periodicals and binding for last five years - in this illustration should not be less than

$$\begin{aligned} 1000 \text{ units at } \$7 &= \$7000 \\ 50 \text{ units at } \$3 &= \underline{\quad 150 \quad} \\ \text{Total} &= \$7150 \end{aligned}$$

3. Hours of opening - at least 38 hours weekly. It is not expected that all public service departments will be open during the full period, for example, some libraries may be open less for circulation than for reference.

IV. Make the classification plan for the specific library

Up to this point the discussion has illustrated how a hypothetical Class 4 Non-degree-conferring Institution Library could be set up by applying the minimum standards recommended. The remainder of the discussion will explain how a specific library can see how it is actually set up and whether or not it meets the minimum personnel standards recommended for a Class 4 Non-degree-conferring Institution Library.

Take the payroll of the library, add to it the list of those students on work scholarships, etc. whose wages are paid from the institutional budget though not necessarily charged against the library budget. Do not include volunteers or those paid from noncollege sources.

Against each name state department or departments to which the individual is assigned, whether his position or positions are in the professional or the clerical service (including students in the clerical service) and the amount of time worked in each position, i.e., John Smith - professional service - $\frac{1}{2}$ time Catalog and Order Department, $\frac{1}{2}$ time circulation work. When this has been completed arrange the positions into departments and general staff and under each divide so the result shows the exact number of positions in the professional service and also in the clerical service. Turn the part-time positions in a department into their full-time equivalent and add them to the full-time positions in the same department. The total will show the size of the department and thus establish its class. When figures for each department are obtained, turn to page 12 and see what class of department each is according to the national pattern. For example, a Catalog and Order Department with 3 positions in their full-time equivalent including the chief of department would be a Class A Catalog and Order Department. The professional grade of the chief of department, therefore, would be one of Professional Grade 2. In breaking down the 2 remaining positions in the department 1 would be clerical and 1 professional. This professional position would be of Professional Grade 1 as all positions in the department must be of professional grades below that of the chief.

By consulting the definitions for professional service and clerical service on p. xvi indicate against each position in the department whether it is actually professional or clerical as set up in the national pattern. In this way it can be seen whether a position considered professional in the specific library actually classifies as such in the national pattern. If the duties performed reveal that the position includes both professional and clerical duties, then the proportion of

time spent and the importance of the tasks will determine the classification as professional or clerical. For example, a position with 60% professional and 40% clerical duties would classify as professional if the most important tasks performed were professional. Time should not be the only governing factor. When this hasty analysis or the actual job analysis of the library brings such a position to light, it is in the interests of good personnel administration to reallocate the duties assigned to it. A large proportion of clerical duties involved should be assigned to clerical staff members and from several clerical positions certain professional duties should be removed and assigned to the position in question so that it may have a higher proportion of professional duties.

After the positions in each department, etc. have been marked to show which are in the professional service and which are in the clerical service, the next step is to assign the class title and personnel grade to the positions within each group.

The Chief Librarian's position is automatically determined by the class of the library. This is also true for the position of Associate (or Assistant) Chief Librarian. The national pattern has been drawn up so that the position of Chief Librarian will always be 2 grades above that of Associate (or Assistant) Chief Librarian. The subcommittee has felt that the administrative position of Associate (or Assistant) Chief Librarian will not occur in non-degree-conferring institution libraries other than in Class 6 and therefore it has not been provided in Classes 1-5. If such a position does not exist as is the case in this illustration of a Class 4 Non-degree-conferring Institution Library it follows that no position will have that personnel grade except perhaps in the unusual case where the position of a chief of department classifies in its own right as a position of that personnel grade. The class of department establishes the class of position and thus the personnel grade for the chief of the department. Therefore, the personnel grades of the various chiefs of departments are determined at a glance by turning to page 12. As the position of the chief of department has heavier duties and responsibilities than the other positions in the department the position of chief is at least one professional grade higher than all other professional positions in that department.

Sample specifications are supplied as guides. After the personnel grades for the various positions in the library have been noted, the librarian, educator or surveyor will have a rough estimate of the library's position-classification plan and can compare the specifications for the positions as set up in the national plan with the actual tasks performed, the qualifications of the incumbents and the salaries paid in the specific library. This will serve as a guide to check against until the library's actual job analysis can be undertaken and a classification and pay plan developed. It should be emphasized that such a plan is but a stopgap and is not recommended. Each library must make a job analysis of all positions on the staff, both full-time and part-time, before developing a satisfactory classification and pay plan. The form used by the 39 libraries which cooperated in making the job analysis for this study appears as Appendix B. This may serve as a guide to the library developing its own form.

As has been pointed out, the classification plan of the individual library, while following the national pattern in certain respects, will not do so in others with the result that any library's plan will fit

that library only. The specifications, while following the national pattern in style, etc. will apply to the actual positions in a given library as each specification is written to illustrate the actual work performed in the specific position.

V. Prepare the pay plan for the specific library

After the classification plan is developed the pay plan can then be developed. The plan used in this study will serve as a guide but the plan for the individual library will be developed with several considerations in mind:

1. The salaries paid the faculty and clerical staff of the institution;
2. The cost of living in the particular community;
3. The compensation paid in libraries in other institutions of higher education which are considered comparable because of like situations and conditions;
4. The compensation paid for work performed in comparable professions where duties and responsibilities are of equal weight;
5. The salaries in force in similar libraries in the area.

The subcommittee, in making the pay plan pattern for institutions of higher education as a whole, has set up what it considers are the minimum salary schedules acceptable for each personnel grade and therefore for the various classes of positions in the average library. It is assumed and expected that a library giving adequate service to its institution will exceed the minimum standards for all or many of the personnel grades and classes of positions.

For each class of position in the sample specifications prepared by the subcommittee, a minimum salary has been set and several increments have been provided. The salaries given, therefore, constitute a minimum schedule for each class of position and the final figure in each group is the suggested maximum for that class of position for the sample specification only. Each library will determine for each class of position in its classification and pay plan the minimum salary, the number of increments and the amounts of each, and the maximum salary.

CLASSES OF LIBRARIES

CLASS 1 - NON-DEGREE-CONFERRING INSTITUTION LIBRARY HAVING LESS THAN 100 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a non-degree-conferring institution with 50 underclass (undergraduate) students other than honors students, 2 upperclass (undergraduate) students other than honors students, 3 honors students and 7 faculty members would total 98 units and thus would be a Class 1 Non-degree-conferring Institution Library.

Minimum Standards

I. Staff organization

- A. There shall be a Chief Librarian who shall serve at least $\frac{1}{2}$ time
- B. In addition to the Chief Librarian, there shall be student or clerical assistants serving not less than 32 hours per week

II. Qualifications and salaries

- A. The Chief Librarian has the education and experience required to hold a position of Professional Grade 1 (see p. 50)
- B. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 1

III. Working conditions, welfare and economic security

- A. Hours
 - 1. The regular working hours of the full-time library staff are not more than 40 per week
- B. Vacations
 - 1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks
- C. Leaves
 - 1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
 - 2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years
- D. Pensions
 - 1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$1800

V. Other standards

- A. The size of staff here specified for a Class 1 Non-degree-conferring Institution Library assumes
 - 1. Books
 - a. The library has 50 books for each unit of the first 100 units of its service load; and in no case less than 5000 volumes

2. Annual book budget
 - a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$11 for each unit of its service load; and in no case less than \$700
3. Hours of opening
 - a. The library is open at least 26 hours weekly

CLASS 2 - NON-DEGREE-CONFERRING INSTITUTION LIBRARY HAVING 100-349
SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a non-degree-conferring institution with 145 underclass (undergraduate) students other than honors students, 20 upperclass (undergraduate) students other than honors students, 20 honors students and 20 faculty members would total 345 units and thus would be a Class 2 Non-degree-conferring Institution Library.

Minimum Standards

- I. Staff organization
 - A. In addition to the Chief Librarian, there shall be student or clerical assistants serving not less than 32 hours per week
- II. Qualifications and salaries
 - A. The Chief Librarian has the education and experience required to hold a position of Professional Grade 2 (see pp. 50-51)
 - B. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 2
- III. Working conditions, welfare and economic security
 - A. Hours
 - 1. The regular working hours of the full-time library staff are not more than 40 per week
 - B. Vacations
 - 1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks
 - C. Leaves
 - 1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
 - 2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years
 - D. Pensions
 - 1. The employing institution contributes for all members of the library staff to some sort of retirement plan
- IV. Annual salary budget
 - A. For the last 5 years the library's average expenditures for staff salaries was not less than \$11 for each unit of its service load; and in no case less than \$3200
- V. Other standards
 - A. The size of staff here specified for a Class 2 Non-degree-conferring Institution Library assumes
 - 1. Books
 - a. The library has 50 books for each unit of the first 100 units of its service load; 8 books for each unit thereafter
 - 2. Annual book budget
 - a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$7 for each unit of its service load; and in no case less than \$1000
 - 3. Hours of opening
 - a. The library is open at least 26 hours weekly

CLASS 3 - NON-DEGREE-CONFERRING INSTITUTION LIBRARY HAVING 350-649
SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a non-degree-conferring institution with 325 underclass (undergraduate) students other than honors students, 20 upperclass (undergraduate) students other than honors students, 30 honors students and 35 faculty members would total 630 units and thus would be a Class 3 Non-degree-conferring Institution Library.

Minimum Standards

I. Staff organization

- A. In addition to the Chief Librarian, there shall be 1 position either of professional or clerical grade plus not less than 28 hours per week of student or clerical service

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 3 (see p. 51)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 3

- B. The remainder of the staff meet the requirements of education and experience for the positions held and are paid accordingly

III. Working conditions, welfare and economic security

A. Hours

- 1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

- 1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

- 1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement

- 2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

- 1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$11 for each unit of its service load

V. Other standards

- A. The size of staff have specified for a Class 3 Non-degree-conferring Institution Library assumes

1. Books
 - a. The library has 50 books for each unit of the first 100 units of its service load; 8 books for each unit thereafter
2. Annual book budget
 - a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$7 for each unit of its service load
3. Hours of opening
 - a. The library is open at least 32 hours weekly

CLASS 4 - NON-DEGREE-CONFERRING INSTITUTION LIBRARY HAVING 650-1099
SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a non-degree-conferring institution with 625 underclass (undergraduate) students other than honors students, 25 upperclass (undergraduate) students other than honors students, 40 honors students and 55 faculty members would total 1070 units and thus would be a Class 4 Non-degree-conferring Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 1 assistant's position of professional grade for first 750 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 4 (see p. 52)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 4

- b. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 50-51)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see p. 49)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement

- 2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

- 1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$11 for each unit of the first 1000 units of its service load; \$9 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 4 Non-degree-conferring Institution Library assumes

- 1. Books

- a. The library has 50 books for each unit of the first 100 units of its service load; 8 books for each unit of the next 600 units; 7 books for each unit thereafter

- 2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$7 for each unit of the first 1000 units of its service load; \$3 for each unit thereafter

- 3. Hours of opening

- a. The library is open at least 38 hours weekly

CLASS 5 - NON-DEGREE-CONFERRING INSTITUTION LIBRARY HAVING 1100-2499
SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a non-degree-conferring institution with 1075 underclass (undergraduate) students other than honors students, 100 upperclass (undergraduate) students other than honors students, 150 honors students and 125 faculty members would total 2350 units and thus would be a Class 5 Non-degree-conferring Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 2 assistants' positions of professional grades for first 1100 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. At least 1 of the positions shall be a position of Professional Grade 3 (see p. 51)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 5 (see pp. 52-53)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 5

- b. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 50-51)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see p. 49)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$1 for each unit of the first 1000 units of its service load; \$.9 for each unit of the next 1000 units; \$.6 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 5 Non-degree-conferring Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 100 units of its service load; 8 books for each unit of the next 600 units; 7 books for each unit of the next 500 units; 4 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$.7 for each unit of the first 1000 units of its service load; \$.5 for each unit of the next 1000 units; \$.1 for each unit thereafter

3. Hours of opening

- a. The library is open at least 44 hours weekly

CLASS 6 - NON-DEGREE-CONFERRING INSTITUTION LIBRARY HAVING 2500 OR
MORE SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a non-degree-conferring institution with 1225 underclass (undergraduate) students other than honors students, 125 upperclass (undergraduate) students other than honors students, 175 honors students and 140 faculty members would total 2700 units and thus would be a Class 6 Non-degree-conferring Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 5 assistants' positions of professional grades for first 2500 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 3 and another 25% of Professional Grade 2 (see pp. 50-51)

II. Qualifications and salaries

A. Professional service

I. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 6 (see pp. 53-54)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 4 (see p. 52)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 6
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 4
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 50-51)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see p. 49)

III. Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$1 for each unit of the first 1000 units of its service load; \$2 for each unit of the next 1000 units; .6 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 6 Non-degree-conferring Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 100 units of its service load; 6 books for each unit of the next 600 units; 7 books for each unit of the next 500 units; 4 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$.7 for each unit of the first 1000 units of its service load; \$.3 for each unit of the next 1000 units; \$1 for each unit thereafter

3. Hours of opening

- a. The library is open at least 62 hours weekly

CLASSES OF DEPARTMENTS

A department having less than 2 full-time members including the chief is called nondepartmentalized. Part-time employees including student assistants paid by the library are counted in terms of their full-time equivalent.

Catalog and Order Department (including cataloging; classifying; subject heading; making and filing of all catalog cards; processing details; evaluating, selecting and ordering library materials; doing library book-keeping; accessioning; handling gifts, exchanges and duplicates; and doing all acquisition, preparation and cataloging of periodicals)

Class A - Staff of 2 to 6 full-time members including chief of department
Class B - Staff of 7 or more full-time members including chief of department

Circulation Department (including not only all circulation work per se both regular and reserves but also interlibrary loans; shelving; stack care; inventory; etc.)

Class A - Staff of 2 to 7 full-time members including chief of department
Class B - Staff of 8 or more full-time members including chief of department

Reference Department (including all work involving interpretation to the public of library materials including periodicals and documents; and locating information as well as the materials themselves)

Class A - Staff of 2 or more full-time members including chief of department

PERSONNEL SPECIFICATIONS FOR LIBRARY POSITIONS
IN THE PROFESSIONAL AND CLERICAL SERVICES

Professional Grade 1 (see p. 50)

CHIEF LIBRARIAN (OR DIRECTOR)
Class 1 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 1 Non-degree-conferring Institution Library having less than 100 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; seeing that the library quarters are kept in good condition; answering reference questions; giving instruction in the use of the library; ordering and cataloging books; circulating books; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; supervising the work of the staff; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; acquaintance with modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; ability to speak in public and to write clear and comprehensive reports; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students.

Minimum Salary Schedule:

At least that of Professional Grade 1

CHIEF LIBRARIAN (OR DIRECTOR)
Class 2 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 2 Non-degree-conferring Institution Library having 100-349 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; seeing that the library quarters are kept in good condition; answering reference questions; giving instruction in the use of the library; ordering and cataloging books; circulating books; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; supervising the work of the staff; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; ability to speak in public and to write clear and comprehensive reports; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF LIBRARIAN (OR DIRECTOR)
Class 3 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 3 Non-degree-conferring Institution Library having 350-649 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; seeing that the library quarters are kept in good condition; answering reference questions; giving instruction in the use of the library; ordering and cataloging books; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; supervising the work of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

CHIEF LIBRARIAN (OR DIRECTOR)
Class 4 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 4 Non-degree-conferring Institution Library having 650-1099 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; helping to plan new buildings or alterations in existing structures; answering reference questions; giving instruction in the use of the library; ordering and cataloging books; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; supervising the work of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF LIBRARIAN (OR DIRECTOR)
Class 5 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 5 Non-degree-conferring Institution Library having 1100-2499 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; helping to plan new buildings or alterations in existing structures; answering reference questions; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; supervising the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; working knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF LIBRARIAN (OR DIRECTOR)
Class 6 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 6 Non-degree-conferring Institution Library having 2500 or more service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; helping to plan new buildings or alterations in existing structures; answering reference questions; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; good knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 6 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 6 Non-degree-conferring Institution Library having 2500 or more service units; to act as a chief of department; and to do such other work as may be required.

Examples of Typical Tasks:

Supervising the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; answering reference questions; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CATALOG AND ORDER LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the cataloging and classification of books and the order work in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the catalogs, the cataloging procedure and the order work to meet the needs of the institution; doing cataloging, classifying and subject heading; recataloging when necessary; searching for catalog and order information; ordering and preparing L.C. and other cards; making master cards and adapting L.C. or other cards; accessioning books; keeping shelf list; typing, revising and filing cards; supervising or handling processing details; ordering books and other printed materials; handling orders and shipments; interviewing publishers' representatives; handling the acquisition and disposition of gifts; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of cataloging and order policy including cooperative undertakings with other libraries; maintaining a manual of cataloging and order routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of classification, cataloging and order procedures and problems and of the uses of catalogs, bibliographies and book lists; understanding of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging and order work; knowledge of books; reading knowledge of one or more foreign languages; skill in the performance of cataloging and order work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; good judgment; orderliness; resourcefulness; ability to organize work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 1

CHIEF CATALOG AND ORDER LIBRARIAN
Class A Catalog and Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Catalog and Order Department, i.e., having a staff of 2 to 6 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging, ordering and related work for the members of the Catalog and Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs, the cataloging procedure and the order work to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; doing cataloging, classifying and subject heading; recataloging when necessary; supervising bibliographic searching; ordering and preparing L.C. and other cards; ordering books and other printed materials; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; supervising the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the staff; making recommendations and decisions in matters of cataloging and order policy including cooperative undertakings with other libraries; maintaining a manual of cataloging and order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of classification, cataloging and order procedures and problems and of the uses of catalogs, bibliographies and book lists; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging and order work; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging and order methods; knowledge of books; reading knowledge of one or more foreign languages; ability to organize and direct a Catalog and

Order Department; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF CATALOG AND ORDER LIBRARIAN
Class B Catalog and Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Catalog and Order Department, i.e., having a staff of 7 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging, ordering and related work for the members of the Catalog and Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs, the cataloging procedure and the order work to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; doing cataloging, classifying and subject heading; recataloging when necessary; supervising bibliographic searching; ordering and preparing L.C. and other cards; ordering books and other printed materials; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades—foreign book agents, book jobbers, private owners and auction houses; supervising the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the staff; making recommendations and decisions in matters of cataloging and order policy including cooperative undertakings with other libraries; maintaining a manual of cataloging and order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of classification, cataloging and order procedures and problems and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging and order work; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging and order methods; good knowledge of books; reading knowledge of two or more foreign languages; ability to organize and direct a Catalog and Order Department; appreciation of the objectives and procedures

of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

INTERMEDIATE CATALOG AND ORDER LIBRARIAN
Catalog and Order Department

Definition of the Class of Position:

Under supervision of the Chief Catalog and Order Librarian or other designated authority, to do cataloging and order work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; searching for catalog information; making master cards and adapting L.C. or other cards; searching records for books requested; ordering books and other printed materials; reading and appraising books and other materials and making recommendations for their acquisition; checking invoices; handling gifts, exchanges and continuations; claiming missing issues of periodicals; searching for out-of-print items; handling order work of average difficulty; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of classification, cataloging and order procedures and problems and of the uses of catalogs, bibliographies and book lists; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging and order work; knowledge of books; reading knowledge of one or more foreign languages; ability to do cataloging and order work of average difficulty.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

CIRCULATION LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the work involved in the circulation of books in a library where this work is non-departmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the circulation procedure to meet the needs of the institution; assisting readers in the selection of books and in the use of the card catalog; keeping informed on needs of faculty members and students and acquainting them with available material; handling overdues; handling the work with reserves and interlibrary loans; arranging book displays, bulletin boards and exhibits; supervising the work of book shelving; taking inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of circulation procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; knowledge of books; reading knowledge of one or more foreign languages; skill in the performance of circulation work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to follow instructions; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

CHIEF CIRCULATION LIBRARIAN
Class A Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Circulation Department, i.e., having a staff of 2 to 7 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; supervising the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; supervising the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; knowledge of books; reading knowledge of one or more foreign languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF CIRCULATION LIBRARIAN
Class B Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Circulation Department, i.e., having a staff of 8 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; directing the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; supervising the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do circulation work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; assisting in the preparation of reading lists; assisting with the technical work of the department; helping, when necessary, with circulation routines, such as handling overdues and reserves, charging and discharging books and taking inventory; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; ability to do circulation work of average difficulty.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates, and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do simple circulation work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; assisting with the technical work of the department; helping, when necessary, with circulation routines, such as handling overdues and reserves, charging and discharging books and taking inventory; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of circulation procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple circulation work.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; resourcefulness; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates, and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

REFERENCE LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the reference work in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Giving reference service to students and faculty; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; giving or supervising instruction in the use of the library; arranging for the reproduction of reference materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications;

Professional: Education and experience as specified in Professional Grade 1; knowledge of reference procedure and problems; understanding of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; skill in the performance of reference work; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to follow instructions; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

CHIEF REFERENCE LIBRARIAN
Class A Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Reference Department, i.e., having a staff of 2 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty; giving or supervising instruction in the use of the library; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of reference materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of reference procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; ability to organize and direct a Reference Department; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarship; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR REFERENCE LIBRARIAN
Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian or other designated authority, to do simple reference work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling simple reference matters; assisting in the reference, bibliography, documents and periodicals work; assisting in compiling indexes, lists and bibliographies; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of reference procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; understanding of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; ability to do simple reference work; teaching ability.

Personal: Accuracy; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

INSTRUCTOR IN THE USE OF THE LIBRARY

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to teach the use of the library to students; and to do such other work as may be required.

Examples of Typical Tasks:

Giving class instruction in the use of the library to freshmen and other classes; making preparation for these classes; developing course outlines; grading papers and keeping student records; conferring with students; giving more informal instruction as part of English, social science or other classes; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; education to include specialization in education and psychology; teaching experience; familiarity with modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in young people; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Elementary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the elementary training school library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; conducting story hours in cooperation with teachers; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in elementary education and the psychology of elementary school subjects; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, elementary school curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in children; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Joint Elementary and Secondary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the training school library or libraries; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school or schools; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; conducting story hours in cooperation with teachers; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in education and psychology; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in children and young people; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Secondary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the secondary training school library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in secondary education and adolescent psychology; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, secondary school curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in young people; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

SENIOR LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do library work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; handling interlibrary loans; doing bibliographical searching; compiling indexes, lists and bibliographies; answering reference questions; cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of more than average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; reading and appraising books and other materials and making recommendations for their acquisition; assisting with more specialized work; supervising and revising the work of junior librarians and library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of order, reference, circulation, cataloging and classification procedures and problems; working knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; orderliness; poise; resourcefulness; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do library work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; handling interlibrary loans; doing bibliographical searching; compiling indexes, lists and bibliographies; answering reference questions; cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; handling gifts, exchanges and continuations; keeping essential records and statistics; assisting with more specialized work; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of order, reference, circulation, cataloging and classification procedures and problems; knowledge of modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages.

Personal: Accuracy; cooperativeness; good judgment; initiative; orderliness; poise; resourcefulness; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do simple library work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; preparing reading lists; doing simple cataloging of books and other library materials; answering reference questions; helping, when necessary, with library routines at the circulation desk, in the catalog or reference departments, or at other points; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of order, reference, circulation, cataloging and classification procedures and problems; understanding of modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

SENIOR CATALOG AND ORDER LIBRARY CLERK
Catalog and Order Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Catalog and Order Department, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Typing and adapting L.C. or other cards from copy supplied; withdrawing cards from catalog and shelf list; filing under supervision; tentatively indicating book numbers; distributing L.C. and other cards received on order; shelf-listing; changing records for items added or withdrawn; operating mimeograph and other duplicating machines; typing order cards and orders; acknowledging and checking gifts and exchanges; accessioning books; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR CATALOG AND ORDER LIBRARY CLERK
Catalog and Order Department

Definition of the Class of Position:

Under immediate supervision of a member of the professional staff of the Catalog and Order Department, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Marking books, bookplating, and doing other processing; arranging cards for filing; filing under supervision; operating mimeograph or other duplicating machines; typing simple forms; typing simple records; typing book cards; typing form letters for claims, gifts or exchanges; unpacking, arranging and shelving books, periodicals, documents and other materials received; shelving catalogs and other bibliographical tools; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1.

SENIOR CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Circulation Department, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging and discharging books; sorting, filing and counting book cards; revising book shelves; typing overdue notices; handling records for reserves books; taking inventory; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under immediate supervision of a member of the professional staff of the Circulation Department, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Getting books from the shelves; sorting and shelving books; searching for misplaced books; straightening shelves; charging and discharging books; sorting and stamping cards; collecting and preparing books for reserves shelves; taking books off reserves; taking inventory; clearing tables and keeping rooms in order; typing simple forms; typing simple records; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

STENOGRAPHER

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to perform stenographic, typing and clerical work; and to do such other work as may be required.

Examples of Typical Tasks:

Taking dictation and transcribing letters, reports and memoranda; performing typing work of all kinds, including statistical records, reports and bibliographies.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; tact; ability to take dictation; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

SENIOR LIBRARY CLERK

Definition of the Class of Position:

Under supervision of a member of the professional staff, to assist with the clerical work of more than average difficulty; and to do such other other work as may be required.

Examples of Typical Tasks:

Charging and discharging books; typing overdue notices; handling records for reserves; typing and adapting L.C. or other cards from copy supplied; filing under supervision; collating and preparing periodicals for binding; acknowledging and checking gifts and exchanges; listing duplicates for exchange; checking periodicals; accessioning books; typing bibliographies, reports and memoranda; filling orders for supplies; taking inventory; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR LIBRARY CLERK

Definition of the Class of Position:

Under immediate supervision of a member of the professional staff, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Getting books from the shelves; sorting and shelving books; charging and discharging books; cutting leaves of new books; clearing tables and keeping rooms in order; mending books; filing book cards; arranging and filing order cards; arranging material to be filed in catalogs or vertical files; marking books, bookplating and doing other processing; taking inventory; operating mimeograph or other duplicating machines; typing simple forms; typing simple records; typing book cards; distributing mail, books and supplies among library departments; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

Minimum Library Salary Standards for 1948

Adopted by the Council of the American Library Association Jan. 31, 1948

Minimum Library Salary Standards for 1948

Adopted by the Council of the American Library Association Jan. 31, 1948

The A.L.A. Board on Personnel Administration, in full awareness of the legal and financial limitations on funds for library support, yet with growing concern over the general failure of library salaries to keep up with increased living costs, recommends the following *minimum* standards as a basis for adjusting library salaries in 1948.¹ The board urges all libraries to take immediate steps to develop pay plans incorporating *at least* the recommended minimum cost-of-living-adjusted salary for each grade of position² represented on its staff. Libraries with incomes above the minimum required to support limited service will have to exceed the recommended minimum cost-of-living-adjusted salary for each grade in order to maintain service standards at a level adequate to meet the needs of the clientele. Those libraries which have not reached the minimum standard for income will need to obtain increased support to attain the minimum salary levels.

Specific Recommendations

1. The minimum annual beginning salary for the lowest professional level library position should be not less than \$2800.

This figure of \$2800 is founded on the A.L.A.'s previously adopted basic minimum entering salary of \$2100 (established in relation to the 1935-39 average "Cost-of-Living Index") *plus a 33½ per cent cost-of-living adjustment*. This recommended adjustment is considered modest in view of the fact that the "Cost-of-Living Index" has actually risen more than 60 per cent above the 1935-39 average and is continuing to rise rapidly.

2. The minimum entering salaries for subprofessional, clerical, and other classes of library employees should be at least equal to the average prevailing entering rates for similar positions in government, in business, in industry, or in other institutions in the same community or economic region. In no case should the minimum entering salary be less than \$2160 for subprofessional positions or \$1800 for beginning clerical positions.

These figures represent the A.L.A.'s previously adopted minimum basic salaries for entering subprofessional and clerical positions respectively *plus a 33½ per cent cost-of-living adjustment*.

3. The minimum entering salaries for all other grades of positions in the professional, subprofessional, and clerical services in libraries should be

¹ Owing to the unprecedented rise in prices of goods and services now taking place, this statement cannot be considered either permanent or final. It supersedes previous statements the A.L.A. Board on Personnel Administration has made on salaries, and constitutes its recommendations for libraries at the beginning of 1948.

² For detailed definitions and class specifications for the various grades of professional and other library positions referred to in this statement see the A.L.A.'s publications, *Classification and Pay Plans for Municipal Public Libraries* and *Classification and Pay Plans for Libraries in Institutions of Higher Education*.

not less than the basic rates already adopted by the A.L.A. Council, plus cost-of-living adjustments computed on the following basis.³

Entering Step of Basic Rate	Increase Added to Establish Step 1 of the C.O.L.A. Schedule
Less than \$3000	33½%
\$3000 to \$4499	30 %
\$4500 to \$6499	25 %
\$6500 to \$8499	20 %
More than \$8500	15 %

4. The minimum annual income necessary to provide a local public library with sufficient funds to render service of high quality in 1948 is \$3.00 per capita.

An income of \$2.25 per capita is needed to render reasonably good service, whereas \$1.50 per capita may permit limited, though inadequate service. Local public libraries with responsibility for operating school libraries will require more than this minimum standard to render adequate service. Those which give county-wide service will require the minimum per capita standard for the entire population served.

5. Public libraries rendering the limited service that is possible with \$1.50 per capita support should devote at least 65 per cent of their total budget to salaries, exclusive of maintenance service, and 17.5 per cent to books, periodicals, and binding.

In order to attract and retain well qualified personnel, libraries with a higher per capita rate of support may have to allocate a still higher percentage of their total budgets to salaries.

6. The minimum annual expenditures for salaries, books, periodicals, and binding in libraries in institutions of higher education, figured in terms of library service unit load,⁴ should be not less than:

University libraries

- First 2000 units—salaries \$16 and books \$9 per unit
- Second 2000 units—salaries \$8 and books \$7 per unit
- Remaining units—salaries \$8 and books \$4 per unit

Degree-conferring four-year institution libraries

- First 2000 units—salaries \$13 and books \$8 per unit
- Remaining units—salaries \$8 and books \$5 per unit

Non-degree-conferring institution libraries

- First 1000 units—salaries \$11 and books \$7 per unit
- Second 1000 units—salaries \$9 and books \$3 per unit
- Remaining units—salaries \$6 and books \$1 per unit

7. School librarians and professional assistants in school libraries should be on the same salary schedule effective for teachers with equal training and

³ See attached "Revised Minimum Salary Schedules" for specific basic and cost-of-living-adjusted salary ranges recommended for each grade in the professional, subprofessional and clerical library service.

⁴ The library service unit load for institutions of higher education is determined by counting each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units, and each faculty member as 5 units.

available for support, many libraries must obtain increased appropriations before they can adjust salary schedules to the recommended 1948 levels.

The board firmly believes that despite the pressure to increase entering salaries to fill vacancies, libraries should make salary adjustments only through the development of new pay plans or over-all formulae which will provide *equitable adjustments for all grades of positions*. The improvement of salaries for entering level positions, without appropriate adjustments throughout, should never be condoned.

This new statement recommends specific entering salaries for various professional, subprofessional, and clerical positions as well as specific measures for determining the financial requirements of public and school libraries and libraries in institutions of higher education—all in relation to 1948 economic conditions.

The actual salary schedule accompanying the new statement shows how the A.L.A.'s basic minimum scale has been converted, by adding a specific per cent increase to the minimum step of each base rate, to establish the 1948 recommended minimums for each grade. The various step rates, including maximums, are determined by adding the annual increments indicated for each grade.

It is essential that specific recommendations or figures be cited only in the context of the whole statement. The "Explanatory Notes" must be considered to interpret the standards in relation to an over-all sound personnel program.

Prior to presentation to the A.L.A. Council, the board discussed its proposal with representatives of the various A.L.A. divisions and state library associations. The fact that some representatives felt the board's recommendation was set too high, while others considered a proposal geared to a \$2800 minimum salary for professionally trained college graduates to be an inadequate recruiting salary in terms of 1948 conditions, leads the board to feel that its proposal is a fair compromise for a *national* salary statement, at the present time.

No single salary scale can constitute a satisfactory, uniform pattern for all sections of the country, owing to differences in economic ability, living costs, and regional and local variations in going rates of pay in all fields of work. Therefore, recognition is made that some libraries should exceed the recommended level of salaries, while others must obtain increased funds before they can meet the minimum standards.

This proposal, actually comparable on a 12-month basis to the \$2400 minimum the National Education Association has set as a fair entering standard for teachers on a 9- or 10-month basis, provides, in the opinion of the board, a suitable frame of reference for improving library salaries throughout the nation in 1948.

The board further feels that although many libraries cannot now pay salaries at the level recommended, such a forthright statement of what the profession considers to be fair salaries for career service personnel in libraries, can serve a useful purpose in helping to improve libraries and library service, just as the former \$1 per capita public library support standard has assisted in improving library incomes over the years, even though it was considered an unattainable standard by many libraries at the time it was adopted.

It is the board's hope that this statement will therefore aid individual libraries in working out equitable proposals for local salary improvement and adjustment.

Although considerable progress has been made in improving salary schedules in a few libraries, the board again urges libraries to take the necessary steps to establish fair basic salary schedules and to make the additional adjustments required to provide fair salaries in relation to the present increased cost of living.

STANDARDS OF EDUCATION, EXPERIENCE AND PAY FOR PERSONNEL GRADES

Clerical Service

Grade 1 Clerical Service

Typical positions in this grade

Junior Catalog and Order Library Clerk - Catalog and Order Department
(see p. 43)

Junior Circulation Library Clerk - Circulation Department (see p. 45)
Junior Library Clerk (see p. 48)

Minimum salary schedule

At least that of Clerical Grade 1

Minimum qualifications

Graduation from an accredited high school; or
Equivalent qualifications

Grade 2 Clerical Service

Typical positions in this grade

Senior Catalog and Order Library Clerk - Catalog and Order Department
(see p. 42)

Senior Circulation Library Clerk - Circulation Department (see p. 44)

Senior Library Clerk (see p. 47)

Stenographer (see p. 46)

Minimum salary schedule

At least that of Clerical Grade 2

Minimum qualifications

Completion of two years of education in a college or university
approved by an accrediting association of more than state-wide
standing; or

Graduation from an accredited high school and not less than four
years of appropriate experience in a library of recognized standing
all of which have been in Clerical Grade 1, plus evidence of pro-
ficiency in typing or other clerical duties; or
Equivalent qualifications

Professional Service.Grade 1 Professional Service

Typical positions in this grade

Catalog and Order Librarian (see p. 20)

Chief Librarian (or Director) - Class 1 Libraries (see p. 13)

Circulation Librarian (see p. 27)

Junior Catalog and Order Librarian - Catalog and Order Department
(see p. 26)

Junior Circulation Librarian - Circulation Department (see p. 31)

Junior Librarian (see p. 41)

Junior Reference Librarian - Reference Department (see p. 34)

Reference Librarian (see p. 32)

Minimum salary schedule

At least that of Professional Grade 1

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A.; or

Equivalent qualifications

Note: For part-time positions in Class 1 Libraries graduation from a college or university approved by an accrediting association of more than state-wide standing, including a minor in library science is acceptable.

Grade 2 Professional Service

Typical positions in this grade

Chief Catalog and Order Librarian - Class A Catalog and Order Department (see pp. 21-22)

Chief Circulation Librarian - Class A Circulation Department (see p. 28)

Chief Librarian (or Director) - Class 2 Libraries (see p. 14)

Chief Reference Librarian - Class A Reference Department (see p. 33)

Instructor in the Use of the Library (see p. 35)

Intermediate Catalog and Order Librarian - Catalog and Order Department (see p. 25)

Intermediate Circulation Librarian - Circulation Department (see p. 30)

Intermediate Librarian (see p. 40)

Training School Librarian - Elementary School Library (see p. 36)

Training School Librarian - Joint Elementary and Secondary School Library (see p. 37)

Training School Librarian - Secondary School Library (see p. 38)

Minimum salary schedule
At least that of Professional Grade 2

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A.; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A. and not less than two years of appropriate professional experience in a library of recognized standing in Professional Grade 1; or

Equivalent qualifications

Grade 3 Professional Service

Typical positions in this grade

Chief Catalog and Order Librarian - Class B Catalog and Order Department (see p. 23-24)

Chief Circulation Librarian - Class B Circulation Department (see p. 29)

Chief Librarian (or Director) - Class 3 Libraries (see p. 15)

Senior Librarian (see p. 39)

Minimum salary schedule
At least that of Professional Grade 3

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 2; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A., and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 2; or

Equivalent qualifications

Grade 4 Professional Service

Typical positions in this grade

Associate (or Assistant) Chief Librarian - Class 6 Libraries (see p. 19)
 Chief Librarian (or Director) - Class 4 Libraries (see p. 16)

Minimum salary schedule

At least that of Professional Grade 4

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A., and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 5 Professional Service

Typical positions in this grade

Chief Librarian (or Director) - Class 5 Libraries (see p. 17)

Minimum salary schedule
At least that of Professional Grade 5

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 6 Professional Service

Typical positions in this grade

Chief Librarian (or Director) - Class 6 Libraries (see p. 18)

Minimum salary schedule

At least that of Professional Grade 6

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than eight years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Equivalent qualifications

ACCREDITED LIBRARY SCHOOLS

The Board of Education for Librarianship has classified and accredited the following library schools under the Minimum Requirements for Library Schools adopted by the Council in October 1933.

New York State College for Teachers, Department of Librarianship, Albany
Atlanta University, School of Library Service, Atlanta, Ga.
University of California, School of Librarianship, Berkeley
Catholic University of America, Department of Library Science, Washington, D. C.
University of Chicago, Graduate Library School, Chicago, Ill.
Columbia University, School of Library Service, New York, N. Y.
Texas State College for Women, Department of Library Science, Denton
University of Denver, College of Librarianship, Denver, Colo.
Drexel Institute of Technology, School of Library Science, Philadelphia, Pa.
Emory University, Library School, Emory University, Ga.
Kansas State Teachers College of Emporia, Library School
New York State Teachers College, Department of Library Education, Geneseo
University of Illinois, Library School, Urbana
University of Kentucky, Department of Library Science, Lexington
Louisiana State University, Library School, University Station, Baton Rouge
McGill University, Library School, Montreal, Que.
Marywood College, Department of Librarianship, Scranton, Pa.
University of Michigan, Department of Library Science, Ann Arbor
University of Minnesota, Division of Library Instruction, Minneapolis
New Jersey College for Women, Library School, New Brunswick
University of North Carolina, School of Library Science, Chapel Hill
University of Oklahoma, School of Library Science, Norman
Our Lady of the Lake College, Department of Library Science, San Antonio, Tex.
George Peabody College for Teachers, Library School, Nashville, Tenn.
Carnegie Institute of Technology, Carnegie Library School, Pittsburgh, Pa.
Pratt Institute, Library School, Brooklyn, N. Y.
Rosary College, Department of Library Science, River Forest, Ill.
College of St. Catherine, Library School, St. Paul, Minn.
Simmons College, School of Library Science, Boston, Mass.
University of Southern California, Graduate School of Library Science, Los Angeles
Syracuse University, School of Library Science, Syracuse, N. Y.
University of Toronto, Ontario College of Education, Library School, Toronto, Ont.
University of Washington, School of Librarianship, Seattle
Western Reserve University, School of Library Science, Cleveland, Ohio
College of William and Mary, Department of Library Science, Williamsburg, Va.
University of Wisconsin, Library School, Madison

ACCREDITED LIBRARY SCHOOLS NO LONGER IN EXISTENCE

New York State Library School, Albany (Merged with Columbia University, School of Library Service)
Carnegie Library of Atlanta, Library School, Atlanta, Ga. (Transferred to Emory University and continued as Emory University Library School)
North Carolina College for Women, Department of Library Science, Greensboro (Discontinued)
Hampton Institute, Library School, Hampton, Va. (Discontinued)
Los Angeles Library School, Los Angeles, Calif. (Discontinued)
New York Public Library, Library School, New York, N. Y. (Merged with Columbia University, School of Library Service)
St. Louis Library School, St. Louis, Mo. (Suspended)

Appendix B

FORM AND INSTRUCTION SHEET USED FOR JOB ANALYSIS

PLEASE READ ALL INSTRUCTIONS CAREFULLY BEFORE STARTING TO FILL IN THE FORM
GENERAL INSTRUCTION

1. The form, when filled in completely, records the tasks performed by a specific individual for a two-week period, preferably during the third and fifth weeks of the fall quarter or semester if these are normal weeks.
2. Forms are to be filled in only by staff members in the professional, subprofessional and clerical services. All persons in these services, whether working full time or part time, are to be included.
3. Subprofessional positions, while primarily routine in character, require an elementary knowledge of library techniques such as that obtained in a summer session or training class.
4. Clerical positions manned by those in the clerical service are similar to clerical positions in other departments of the university or college, in business or in government offices. The incumbent is not required to have any knowledge of library work to hold a position in this service.
5. Include in the clerical service students paid on a monthly or other than hourly rate who are working as many hours as full-time staff members work. Omit students working less than full time and paid on an hourly basis.
6. If certain tasks are performed entirely or almost entirely by student assistants paid by the library who, as individuals, work less than full time, fill out a duplicate form indicating the tasks performed. Label this form "Student Assistants". Do not estimate the time spent on the tasks in Quarter hours; merely indicate the number of clock hours of such part-time student help for the two-week period.
7. A form in duplicate, similar to that for student assistants, should be furnished for help such as that secured from NYA, WPA and similar funds. Label this "NYA, WPA, etc. Assistants". Check the tasks performed. Do not estimate the time spent on the tasks in quarter hours; merely indicate the number of clock hours of such part-time help for the two-week period.
8. Fill in all forms in duplicate; one set is to be forwarded by the library on or before November 1, 1939, to the subcommittee member designated in our letter of September 29, or an explanation is to be sent by that date indicating when the project will be completed; the second set is to be retained by the library for its own use.

SPECIFIC INSTRUCTIONS FOR INDIVIDUAL STAFF MEMBERS

1. Look for the description of the task performed under the most likely of the following headings: I - Administration and Public Relations; II - Selection and Acquisitions; III - Preparation; IV - Circulation; V - Reference; VI - Instruction; VII - Physical Upkeep and Miscellaneous Items. The list of tasks has been classified according to function and according to departmental organization. Therefore, a reference librarian who is responsible for exhibits should check I 27; who selects the reference books for the department should check II 33; who gives class instruction in the use of the library should check VI 100; etc. This placement should be followed by all whether working in the main library, a departmental or other library.
2. Each day record all of the tasks which you have performed in the column supplied for that day opposite the task performed, whether you are employed in the main library or are connected with a school or college, a departmental, seminar, branch or dormitory library of a university or a training school library. Enter the number of quarter hours devoted to each task. If an entire quarter hour was not required, enter as quarter hour if the major part was so devoted; if less than major portion was required, indicate task showing up that it did not require a quarter hour.
3. If task performed is not listed, describe it briefly in the space allotted at the end of the appropriate section.
4. It is expected that those in the professional service and some others will perform tasks given under several section headings.
5. If you supervise or direct a task, but do not actually do the routine or clerical part of it, place an S to indicate this after the number of quarter hours, thus, 42 S indicates supervising the task, whereas 42 indicates actually doing it.
6. At the end of each day, total the number of quarter hours required by these tasks. If those do not represent in quarter hours the number of hours worked that day, fill in proper items in Section VIII in terms of quarter hours and revise the daily total to correspond.
7. At the end of the first week, add the figures in columns 1 - 7, and place the results in column 15. The total of the horizontal and vertical columns should be the same.
8. At the end of the second week, add the figures in columns 8 - 14, and place the results in column 16. The total of the horizontal and vertical columns should be the same.
9. In column 17, place the total of column 15 plus column 16. The grand total of the vertical column 17 should equal the horizontal total of columns 1 - 14, and also of 15 - 16.

10. In column 18, enter those tasks performed at intervals other than weekly or bi-weekly, and estimate in quarter hours the number spent during the year on these tasks. Against each number so listed, add one of the following symbols to indicate at what intervals the task is performed: B - Bi-monthly, Q - Quarterly, Sa - Semi-annually, A - Annually. Thus 42 B indicates that 42 quarter hours are spent annually on this task and that this work is done at bi-monthly intervals.

11. After following the time sheet the factual information needed also for the project.

Total quarter hours \times some reading vertically and horizontally and should be the same as the number of hours

total should be one hour, counting working for the two-week period reduced to quarter hours.

129. Title of position

130. Report for weeks of _____ and _____

1939

131. Title of position _____
132. State whether your work is in the main library, or connected with a school or college, departmental, seminar, branch or dormitory library of a university or a training school library _____
133. Education
- Academic - Give degree and state whether this includes one year of library science as a part of the requirement for the academic degree
If less than full college, give number of years completed _____
 - Professional
 - Library Science - Underscore degree, diploma or certificate received - Ph.D., master's, bachelor's (other than that in 133a), diploma for second year of library science, diploma for first year of library science, certificate for first year of library science, other _____
State amount of credit if less than one full year _____
 - Other than Library Science - Give degree, or if no degree, years of study completed (other than that in 133a) _____
134. Library experience - Give number of years of experience defining according to Section 2 of General Instructions
- Professional _____ Subprofessional _____
Clerical _____ Student assistant _____ not basic salary _____
135. Salary actually received at present _____
- For how many months of work is this given _____
 - How much vacation other than for holidays and between terms and semesters is included _____
 - If you work regularly in the summer in your same position and are paid in addition to that given above, state amount _____ and number of weeks worked for this amount _____
 - How many hours per week are required of full-time staff members _____
 - Give number of hours you work per week if less than full time if you are in the professional, subprofessional or clerical services.

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

3. Preparing and analyzing reports, statistics, records, graphs and charts
4. Making community contacts, including faculty, students, alumni, etc.
5. Maintaining official relationships with president, deans, bursar, etc.
6. Preparing and administering the budget (including book budget)
7. Directing expenditures
8. Directing the keeping of financial records
9. Making surveys, studies, etc.
10. Planning new buildings and alterations in existing structures
11. Seeing that the library buildings and quarters are kept in good condition
12. Purchasing supplies and equipment
13. Making recommendations regarding appointments, promotions, transfers and dismissals of library staff
14. Rating staff members on their efficiency
15. Directing the work of the staff
16. Approving working schedules
17. Classifying the positions and assigning duties

18. Preparing salary schedules and making recommendations on salaries being paid
19. Interviewing and corresponding with applicants for positions
20. Discussing personal and professional problems with staff members
21. Laying out and assigning the work for the staff
22. Keeping personnel records
23. Conducting staff meetings
24. Instructing student assistants or new staff members
25. Handling general correspondence
26. Interviewing visitors, salesmen, etc.
27. Making the library and its resources known to the student body and faculty through publicity, such as articles, displays, bulletin boards, talks, special notices of materials, etc.
28. Directing the inventories made of books, supplies and equipment
29. Participating in campus activities, including faculty meetings and faculty committees
30. Participating in local, state and national library activities by attendance at meetings, work on committees, etc.
31. Carrying on professional or research projects
32. Reading and evaluating books and other materials
33. Selecting books to answer needs of the student body and faculty
34. Selecting documents
35. Selecting pamphlets
36. Selecting serial publications
37. Selecting free material
38. Studying the book, and other reading needs of students and faculty
39. Considering faculty requests for material
40. Searching records for books, etc. requested
41. Ordering books, etc.
42. Checking invoices
43. Building want lists
44. Interviewing salesmen
45. Visiting book stores, book exhibits, etc.
46. Corresponding with publishers and dealers
47. Handling gifts and exchanges
48. Searching for out-of-print items
49. Handling the checking and

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

- distribution of continuations
50. Making order cards
51. Accessioning
52. Keeping book budget records
- III. Preparation (including cataloging, classifying and mechanical preparation)
53. Classifying books
54. Classifying serials
55. Classifying ephemeral materials
56. Classifying audio-visual materials
57. Reclassifying
58. Assigning book numbers
59. Assigning subject headings and cross references
60. Cataloging nonfiction
61. Cataloging fiction and added copies
62. Cataloging serials
63. Cataloging ephemeral materials
64. Cataloging audio-visual materials
65. Searching for cataloging information
66. Ordering L.C. cards
67. Making master cards
68. Revising master cards
69. Final revision of cards
70. Recataloging
71. Revising the catalog
72. Making added entry cards
73. Making shelf-list cards
74. Filing and alphabetizing
75. Withdrawing from or reinstating books on records
76. Changing records and retyping cards (not included in 57 or 70)
77. Opening, collating, stamping, perforating, lettering and shellacking books
78. Typing and pasting book plates, date slips, pockets, book cards
79. Reinforcing pages, making covers, mounting maps, preparing pictures, clippings and miscellaneous materials
- V. Reference
93. Giving information or "ready reference" service
94. Answering reference questions of normal difficulty
95. Answering reference questions requiring extended searching
96. Giving readers' advisory service - casual
97. Giving readers' advisory service - special
- IV. Circulation (see also headings under Reference)
80. Explaining arrangement and use of the library
81. Maintaining borrowers' records
82. Issuing and receiving books
83. Issuing, receiving, etc. of reserve books
84. Checking lists of reserve books
85. Discharging
86. Handling renewals
87. Filing
88. Keeping overdue records
89. Collecting fines
90. Handling complaints
91. Caring for interlibrary loans
92. Keeping statistics

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

Appendix B

- VI. Instruction**
- 105. Giving class instruction in the use of the library
 - 101. Library time allowed for preparation for 100
 - 102. Library time allowed for grading papers for 100
 - 103. Giving more informal instruction either several lectures in an English class, or to small groups at the library on the use of the library. Give time library allowed for instruction, preparation and grading papers
 - 104. Offering library science courses on a professional level. Library time allowed for class instruction
 - 105. Library time allowed for preparation for 104
 - 106. Library time allowed for grading papers for 104
 - 107. Giving class instruction in academic or professional subjects (not library science)
 - 108. Library time allowed for preparation for 107
 - 109. Library time allowed for grading papers for 107

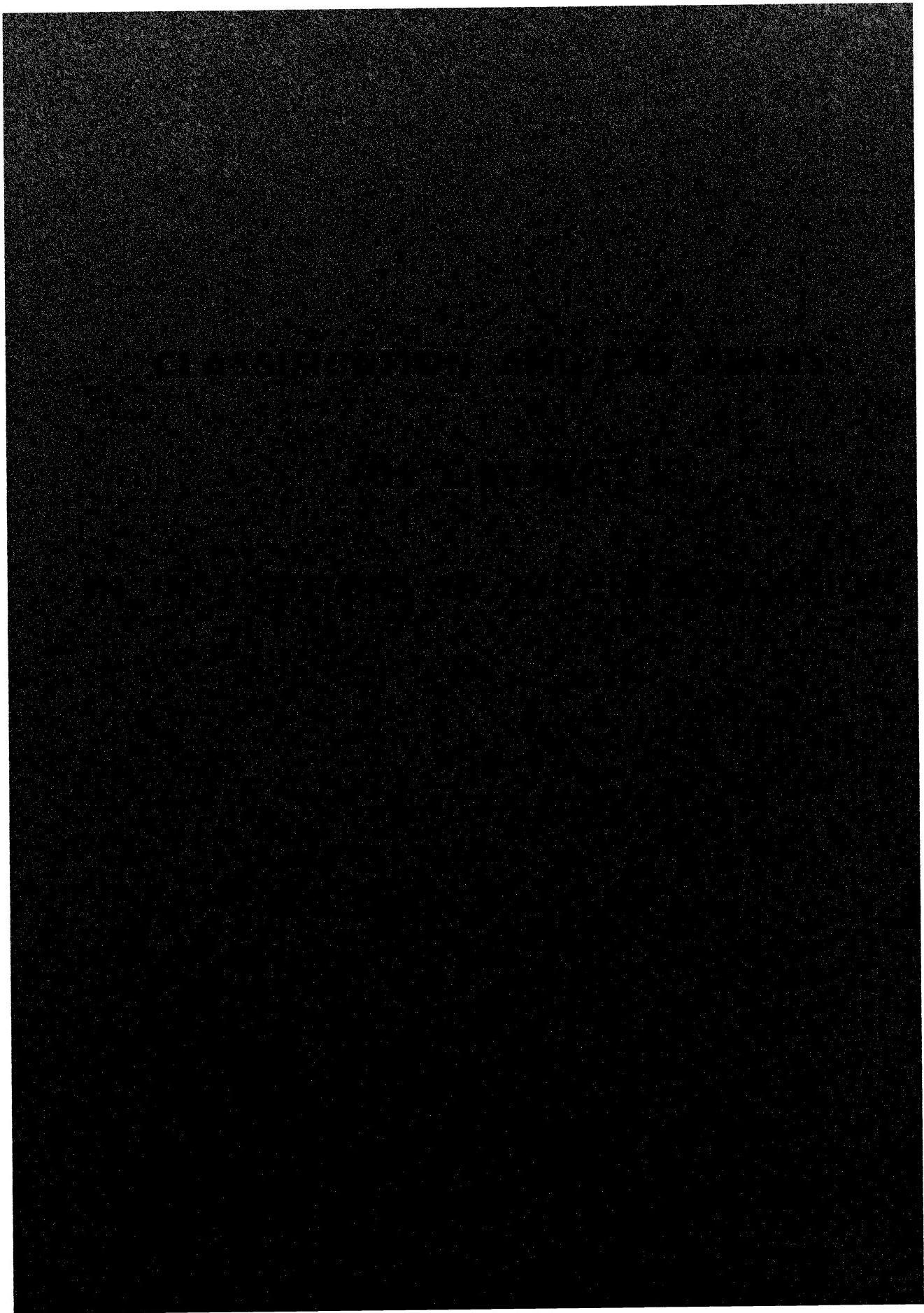
- VII. Physical Upkeep and Miscellaneous**
- | Items | Items |
|--------------------------------------------------------------------|--------------------------------------------------------------------|
| 110. Shelving | 110. Shelving |
| 111. Getting books, etc. from the shelves | 111. Getting books, etc. from the shelves |
| 112. Straightening and reading shelves | 112. Straightening and reading shelves |
| 113. Assisting in inventories of books, supplies, equipment | 113. Assisting in inventories of books, supplies, equipment |
| 114. Doing errands | 114. Doing errands |
| 115. Handling mail, freight and express shipments | 115. Handling mail, freight and express shipments |
| 116. Inspecting shelves for condition of books | 116. Inspecting shelves for condition of books |
| 117. Deciding on mending, binding or discarding | 117. Deciding on mending, binding or discarding |
| 118. Preparing specifications for binding | 118. Preparing specifications for binding |
| 119. Keeping bindery records | 119. Keeping bindery records |
| 120. Mending, discarding, recasing, cleaning and relettering books | 120. Mending, discarding, recasing, cleaning and relettering books |
| 121. Typing pockets, missing pages | 121. Typing pockets, missing pages |
| 122. Operating a switchboard | 122. Operating a switchboard |
| 123. Taking dictation and typing correspondence | 123. Taking dictation and typing correspondence |
- VIII. Unaccounted for time**
- 124. Lost by tardiness
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CLASSIFICATION AND PAY PLANS
FOR LIBRARIES IN
INSTITUTIONS OF HIGHER EDUCATION
Second Edition

Volume II - Degree-conferring Four-year Institutions

* * *

Prepared by the
Subcommittee on Budgets, Compensation and Schemes of Service
for Libraries Connected with
Universities, Colleges and Teacher Training Institutions
of the
A.L.A. Board on Salaries, Staff and Tenure
and
Adopted by the
A.L.A. Council, February, 1943

* * *

C H I C A G O

AMERICAN LIBRARY ASSOCIATION

1947

PERSONNEL OF THE
SUBCOMMITTEE ON BUDGETS, COMPENSATION AND SCHEMES OF SERVICE
FOR LIBRARIES CONNECTED WITH
UNIVERSITIES, COLLEGES AND TEACHER TRAINING INSTITUTIONS
OF THE
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Representatives of the board working
with the subcommittee on this project

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*Board representative 1939-41 **Board representative 1939-4

* * *

The Council of the American Library Association
at its meeting on February 1, 1943 adopted
Classification and Pay Plans for Libraries in
Institutions of Higher Education and emphasized
that certain minimum personnel standards were
included in the document as a method of self-
evaluation and not for purposes of accrediting.

* * *

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FORWARD

It is now more than thirty years since modern concepts of position classification on the basis of duties and responsibilities were initiated by the City Civil Service Commission of Chicago. It is well over fifteen years since the first library classification and pay plan was proposed by the American Library Association. In the years since 1910 position-classification has become an inescapable and highly standardized part of personnel management, both public and private. In recent years the wide-ranging research program of the United States Employment Service in writing specifications for industrial positions has gone far to extend the idea of duties classification to many phases of industrial employment which had hitherto been neglected.

There can be no doubt concerning the value of position-classification to libraries, public or private, university or other. The necessity of careful description and orderly arrangement of positions increases steadily with the size of the institution, but few libraries can be so small as not to benefit from order and care in the description and management of the positions required for their operation. In large libraries and in the world of the library profession generally it is now apparent that a systematic and reasonably uniform structure of clearly defined positions is one of the principal requisites for a career service.

Any classification and pay plan necessarily reflects the established patterns of employment in any given society at any given time. In a society changing as swiftly as is that of the western world, a classification and pay plan may be called upon to respond to rapidly changing professional and economic situations. Salary scales now appropriate may be thrown out of line by marked changes in the cost of living. The role of the library profession may expand substantially in the next decade and require reconsideration of present specifications.

Furthermore, the function of overhead management may also expand in the larger public and private libraries of the country. Experience has demonstrated that a serious weakness in the field of government has been failure to provide adequate top management and management assistants. The number of administrative assistants is now rapidly increasing, and in any large organization a considerable number are required. It appears from the specifications in this study that the great bulk of the work of overhead administration is to be entrusted to the Chief Librarian and to the Associate Librarian. One classification, Assistant to the Chief Librarian, is set up to assist in the tasks of overhead management. It may be suggested that as the functions and services of libraries expand, more positions with specialized administrative tasks to perform may be required.

Class specifications have become highly standardized in form, if not in content. They are typically additive in character and often fail to give a really illuminating picture of the relative weight of responsibilities of the position. This aspect of specification writing happens to be well illustrated by the specifications for Librarian and Associate Librarian contained in this excellent study. The scope of their duties is large, but it is impossible to ascertain whether these offices are conceived as being primarily concerned with internal administration, with book selection and client reading habit

study, or with the outside contacts which are so important in any library. Perhaps we ought not to expect duties specifications to assist management in this respect, and the illustration is selected not with the purpose of suggesting any criticism but rather to indicate that the position-classification plan alone does not tell all that needs to be understood with respect to managerial duties.

A study of this kind marks a definite milestone in the development of any profession. That it will be extremely useful to college and university libraries cannot be doubted. In a recent thesis at the Graduate Library School of the University of Chicago entitled "Civil Service and Public Libraries," Herbert Goldhor reached the conclusion that much progress remains to be made in effective classification of library positions, so far as public libraries are concerned. Presumably much the same conclusion could be drawn with respect to the libraries of private educational institutions.

Herein are contained the fundamental standards for good library personnel administration. Reconsidered from decade to decade, they not only furnish the solid foundation on which effective library work is maintained but, from another point of view, serve as documentary records of the rising standards of library administration.

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Chicago,
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INTRODUCTION TO SECOND EDITION

Classification, in library work, consists in placing the books and other materials on the same subject in the same class and assigning the same class number to them. Position-classification in personnel administration is placing in one class all positions which are similar in nature and difficulty of duties and in weight of responsibilities and which require similar preparation and personal traits. Such positions are given the same descriptive class title and are called a class of position. A position-classification plan brings together in a logical pattern the classes of positions of an institution or group of institutions and shows their relationship to one another and to the entire group. In addition it aids in recruitment, furnishes a satisfactory basis on which to develop a pay plan, facilitates promotion and transfer procedures, aids in developing service rating and training programs, assists in improving organization, and provides the foundation on which to build good employee-management relations and all other parts of a system of sound personnel administration.

In this presentation of Classification and Pay Plans for Libraries in Institutions of Higher Education the institutions have been divided into three groups: non-degree-conferring institutions, degree-conferring four-year institutions and universities. The classification and pay plan for each group has been issued as a separate volume, each self-contained.

Historical Background

The American Library Association and several state library associations have been working on classification and pay plans for libraries for a number of years. In 1927 the report of the Bureau of Public Personnel Administration to the A.L.A. Committee on the Classification of Library Personnel was issued under the title Proposed Classification and Compensation Plans for Library Positions, often referred to as the Telford report. In 1929 a subcommittee of the A.L.A. Committee on the Classification of Library Personnel brought out Budgets, Classification and Compensation Plans for University and College Libraries which superseded that part of the Telford report which dealt with colleges and universities.

The A.L.A. Board on Salaries, Staff and Tenure published Classification and Pay Plans for Municipal Public Libraries in 1939 as its first contribution to the series of classification and pay plans for all types of libraries which it planned to issue to fulfill one of the functions assigned it by the A.L.A. Council.

In the spring of 1939 the Association of College and Reference Libraries, which was then a section and is now a division of the A.L.A., appointed a Committee on Budgets, Compensation and Schemes of Service and in June 1939 the A.L.A. Board on Salaries, Staff and Tenure appointed its Subcommittee on Budgets, Compensation and Schemes of Service for Libraries Connected with Universities, Colleges, and Teacher Training Institutions. The membership of the committee of the A.C.R.L. and of the subcommittee of the board were identical. Classification and Pay Plans for Libraries in Institutions of Higher Education has been prepared by this subcommittee working in conjunction with members of the A.L.A. Board on Salaries, Staff and Tenure.

The subcommittee acknowledges its indebtedness to the classification and pay plans previously mentioned; these have been of inestimable value in the preparation of the present plans. It also owes much to librarians in the field, whose criticisms and suggestions have been most helpful. For permission to quote the section for pages 5-6 of Position-Classification in the Public Service the subcommittee thanks the Civil Service Assembly of the United States and Canada.

Objectives

The major objectives of this present publication are:

1. To develop classification and pay plans for libraries in institutions of higher education;
2. To establish certain minimum personnel standards for these libraries.

Scope of the Project

This study is limited to positions in the professional and related clerical services in libraries of institutions of higher education. It has omitted certain administrative specifications for the clerical service and has not touched upon the building maintenance, binding or printing services.

Each of the three books treats with a classification and pay plan for one of the three groups of institutions (non-degree-conferring, degree-conferring four-year, universities). Each book contains four sections: (1) Classes of Libraries, (2) Classes of Departments, (3) Personnel Specifications for Library Positions in the Professional and Clerical Services, and (4) Standards of Education, Experience and Pay for Personnel Grades.

The project as originally planned included only those standards which affected the library personnel, namely those which were needed to determine the size, organization, qualifications and compensation of the staff. In December 1940 the Board of Directors of the A.C.R.L. approved the inclusion of other material to make possible the self-evaluation of a library. These additions were items about the building, qualitative appraisal of book stock and special service factors.

Before the enlarged program could be completed this country entered the war. When the subcommittee met in December 1941 the members were firmly convinced that the classification and pay plan would be of great value to libraries during the war period and was therefore needed immediately. They were of the opinion, however, that the war might affect libraries in institutions of higher education so drastically that it would be unwise to issue the self-evaluating score card until after the war. Both the A.L.A. Board on Salaries, Staff and Tenure and the Board of Directors of the A.C.R.L. approved the subcommittee's proposal to complete the classification and pay plan at the earliest possible date and to postpone until after the war the publication of the self-evaluating score card. It is hoped that the score card may be completed and published after the war as much work has already been done on the sections on building, qualitative and quantitative appraisal of book stock and special service factors, as well as for that section on staff.

Methods of Procedure

The subcommittee has held 9 work meetings, each of which has been 2 or more days in length and totaling more than 70 sessions. Open meetings for suggestions and criticisms of the work under way were held at the 1940

Cincinnati Conference, 1940 Midwinter Conference, 1941 Boston Conference and 1941 Midwinter Conference. Meetings have also been held with various interested groups such as librarians of teacher training institutions, representatives of professional library associations and the Subcommittee on College and University Library Buildings of the A.L.A. Committee on Library Architecture and Building Planning. The committee working on classification and pay plans for the American Association of Law Libraries cooperated by furnishing job analyses for 14 law school libraries and statistical information, and by sending a representative to three meetings of the subcommittee.

At the San Francisco Conference in June 1939 the subcommittee studied various classification and pay plans which were prepared for or included libraries and made plans to undertake a job analysis of a group of libraries in junior colleges, four-year colleges, universities and teacher training institutions. This job analysis was made in the fall of 1939 by approximately 25 cooperating libraries and at a later date by 14 libraries in schools and colleges of law. (The form used for the job analysis appears as Appendix B.)

In March 1940 a first preliminary report, "Classification and Pay Plans for Libraries in Junior Colleges, Four-Year Colleges, Universities and Teacher Training Institutions--First Rough Draft of Section on Classes of Libraries" was sent for comment to approximately 250 librarians. The suggestions and criticisms received were incorporated whenever possible.

In order to obtain the opinion of educators as well as librarians on the desirable weights which should be given the four sections of the score card (books, staff, special service factors and building) 36 college presidents were invited to state their preferences for various weights proposed.

In August 1941 a second draft was issued as "Classification and Pay Plans for Libraries in Institutions of Higher Education." This draft containing 150 pages included sections on Classes of Libraries, Classes of Departments, Standards of Education, Experience and Pay for Personnel Grades, Specifications for Positions and Score Card. Approximately 200 copies of this draft were sent out for criticism. They were accompanied by a questionnaire asking the librarians to test the plan for their own libraries. The response was most generous and helpful.

After the A.L.A. Board on Salaries, Staff and Tenure and the Board of Directors of the A.C.R.L., in December 1941, approved the curtailment of the project to its original scope, the subcommittee removed all standards not having a direct relationship to the size, organization and qualifications of the staff from the section, Classes of Libraries, and dropped the entire Score Card Section.

The progress of the work has been reported at the open meetings of the subcommittee, at regular meetings of the Board of Directors of the A.C.R.L., at general and section meetings of the A.C.R.L., in the annual reports of the A.L.A. Board on Salaries, Staff and Tenure, and in articles in College and Research Libraries and School and Society.

Constant reliance has been placed on the advice and help of members of the library profession and of other educators in the preparation of these plans. Criticisms have been solicited at various stages in the work and the response has been very gratifying and most helpful. Hundreds of communications, both personal and by letter, were received from librarians, college presidents, officers of accrediting agencies and other interested educators.

These plans, therefore, reflect the criticism and suggestions received from a large number of interested persons and should be helpful to all institutions of higher education in drawing up plans for their libraries.

In June 1946 the A.L.A. Council adopted a revised basic minimum pay plan for Classification and Pay Plans for Libraries in Institutions of Higher Education and Classification and Pay Plans for Municipal Public Libraries. This revised basic minimum pay plan was recommended by the A.L.A. Board on Personnel Administration (formerly called the A.L.A. Board on Salaries, Staff and Tenure) after consultation with all of the A.L.A. divisions.

At its meeting in June 1946 the A.L.A. Board on Personnel Administration decided that work should be continued on the parts of the plans omitted because of the war. It therefore appointed a subcommittee to work with the representatives of the board on the preparation of these sections. The members of the A.C.R.L. Committee on Budget, Compensation and Schemes of Service were again asked to serve as members of the board's Subcommittee on Budgets, Compensation and Schemes of Service for Libraries in Institutions of Higher Education.

In December 1946 on recommendation of this subcommittee the A.L.A. Council adopted revised figures in estimating the expenditures for staff salaries and for books, periodicals and binding. The revised basic minimum pay plan and revised figures for expenditures have been incorporated in this second edition.

The subcommittee is now at work preparing the self-evaluating score card and a classification plan for professional school libraries which will be published separately. The members of the subcommittee working on these projects are David H. Clift, chairman, Ralph H. Dunbar, Charles R. Flack, Edward Geier Freehafer, Flora E. Ludington, Ralph Halstead Parker, Ruth Tarlton Power, Irene t Ridder, Eugene H. Wilson and Eleanor M. Witmor. The representatives of the A.L.A. Board on Personnel Administration working with the subcommittee are Edward B. Stanford, chairman, David H. Clift and Hazel B. Timmernan, executive assistant.

Purpose of the Plans

Personnel administration is one of the major concerns if not the major concern of library administration. Classification of positions is a basic tool in personnel administration - as basic as is the classification of books and other materials in library work. Classification and pay plans are as essential to good administration and management in libraries as they are in business, industry and government.

A classification plan is not only of value in recruiting and certification but it also has many other uses in personnel administration. These are stated in Position-Classification in the Public Service¹ as follows:

"Position-classification is an administrative instrument of wide usefulness and value in personnel administration. It groups individual positions

¹Civil Service Assembly of the U. S. and Canada. Position-Classification in the Public Service; a report submitted to the Civil Service Assembly by the Committee on Position-Classification and Pay Plans in the Public Service; Ismar Baruch, chairman. 1941. The Assembly, 1313 East 60th Street, Chicago.

into classes of positions on a basis that has real meaning in personnel administration. By emphasizing an impartial scientific approach, it helps avoid a purely personalized treatment of work and pay problems. It aids recruiting and testing authorities by making it possible to hold tests for classes of positions instead of a larger number of tests for individual positions having immaterial differences and by furnishing for each class a picture of the work to be performed and a statement of qualification requirements. In its use as a sound-basis for a fairly administered pay plan, it serves the interests of the people, the tax payers, the operating officials, and the employees. Its system of class titles constitutes a uniform job language defined in class specifications, which in itself provides a base for common understanding among all those agencies and officials having to do with personnel administration. It facilitates the preparation of informative budgets for personal services; clarifies promotion and transfer transactions; aids in developing service rating plans and training programs; aids in planning, clarifying, and improving organization; facilitates the development of good employee-management relations; and makes it possible to keep significant service records and compile meaningful personnel statistics.

"In these and many other ways it serves as a facilitating instrument for personnel management and administrative operation, and as a specific tool for conducting many types of transactions involving the public, present and prospective employees, operating officials, accounting, budgeting and appropriating agencies, and the personnel agency of the jurisdiction. It is the broad usefulness which makes a well prepared, currently maintained classification plan for positions the keystone in a sound system of public personnel administration."

The selection and retention of able, courteous and efficient personnel is of major importance to those responsible for library administration. If professional workers of desirable calibre are to be attracted to and retained in library service in institutions of higher education they must be fully informed of the duties and responsibilities involved in the positions in this field, of the qualifications required, the rates of pay and the promotional opportunities.

Similarly the establishment of standards for personnel as set up in these classification and pay plans and other library tools will act as a strong factor in recruiting men and women with desirable educational and personal background to the library field.

Library groups engaged in setting up certification requirements and standards will find this material helpful.

After the positions which are similar in nature, difficulty of duties and weight of responsibilities have been grouped together as a class of position they are given a class title as Intermediate Circulation Librarian or Junior Reference Librarian. It is only after the position-classification plan has been made that a pay plan can be drawn up which will assure equal pay for equal work. For this reason a carefully prepared classification plan based on an actual job analysis of the work performed should be a first step in the organization of any library.

A classification plan once developed is not static. It is constantly altered to meet the changing conditions in the library. Certain positions may be eliminated, others added, and some combined. Furthermore duties may be added or taken away from certain positions necessitating their reclassification.

In drawing up a pattern for libraries in institutions of higher education for the country as a whole, the subcommittee is in no sense attempting or recommending nation-wide regimentation. It believes that this pattern will serve as a guide to individual libraries in setting up plans to meet their own particular situations. It is impossible to prepare a national pattern which will fit any library without modification and adaptation. Each library in drawing up a classification and pay plan of its own should (1) study the pattern set by the subcommittee, (2) make a job analysis of each of its positions, (3) develop its own classification plan based on the job analysis, and (4) prepare a pay plan based on the position-classification plan. The classification plan of the individual library, while following the national pattern in certain respects will not do so in others. It will, and should fit the specific library only. In all probability its classes of positions will be fewer than those in the national model. It may have positions which will combine certain duties of two or three of the sample class specifications and other positions which do not appear in the sample specifications. The classes of positions recognized and the duties and responsibilities of these positions will vary to meet the local situation. The grading of the position may also vary. For example, the subcommittee automatically assigned Professional Grades 2 or 3 to most departmental librarians and specialists. The individual library having a large department of medicine, law, library science or microphotography, for instance, might desire to set this up as a small department or division and determine the grade of the position of its chief in the same manner as the grades of other chiefs of departments.

Classes of Libraries

Some sort of a determination of a library's service load is essential preparatory to the development of any plan for its organization. The subcommittee developed, after much testing, a method of computing the service load in terms of service units based on varying numbers of underclass and upper-class (undergraduate) students, honors students, graduate students and faculty members. This formula is as follows:

Each underclass (undergraduate) student other than honors students is counted as	1 unit
Each upperclass (undergraduate) student other than honors students is counted as	2 units
Each honors student is counted as	3 units
Each graduate student is counted as	4 units
Each faculty member is counted as	5 units

The details of procedure to be followed in determining the number of service units of any given library appear in the section, How to Use This Book.

Service unit load rules are not to be followed blindly. Lest this subcommittee's suggestion of method for establishing the library's service load be misunderstood, some points about it should be made clear. It is realized by the subcommittee that no determination of the service load of any library can be exactly determined by any method of statistical computation. The subcommittee further realizes that in the case of very large universities, the making of such a service unit computation entails serious practical difficulties. It is extremely difficult for the larger educational institutions to determine the library's load in terms of service units because of factors such as lack of uniformity in counting part-time and part-year students and faculty, varying definitions of honors and graduate work, organizational complexity, to say nothing of the present day problems resulting from sheer numbers.

The subcommittee would like to emphasize that this document is intended primarily for the hundreds of small and medium-sized institutions of higher education, not for very large universities. The organization of very large institutions is not only highly complex but also highly individualized. To make a standardized pattern fit them is difficult, if not impossible.

Although such a publication as this is not expected to be immediately applicable to the practical needs of educational institutions of very large size or very special type, the subcommittee believes that, if it be used with intelligent discrimination, it will prove of some value to them. This publication applied to the separate divisional or college units of a great university library, treating each unit as a separate entity, may be helpful for purposes of comparison with other libraries. If an attempt is made to apply it to the university library as a whole, organizational complexity would make such application difficult.

Finally, no library should feel obliged to use the service unit method of establishing its own service load if it is able to devise a better one. On the other hand, it is obviously short sighted to throw this service unit method out simply because many of the details of its computation have to remain sheer estimate. A service unit load computation that is 70% exact and 30% careful guesswork is, after all, more accurate than one that is 100% guesswork. A library budget based on such a unit basis is, after all, more easily defendable to trustees and administrators than a budget based on unchecked precedent or on what may be really little more than sheer hunch.

Even those institutions which find it difficult to compute a service unit load can use this document advantageously to assist in the development of its position-classification and pay plan.

The libraries of institutions of higher education are arranged in six classes for non-degree-conferring and degree-conferring four-year institutions and in seven classes for universities. The number of service units which the library has as its service load determines in which one of the various classes the institution belongs.

The section, Classes of Libraries, has been included in the classification and pay plan in order to make a pattern for the country as a whole so that libraries having approximately the same service load will be required to meet the same minimum standards.

For each of the classes of libraries are established certain minimum standards which the library should meet. Those standards have been selected which affect, directly or indirectly, the size, organization and qualifications of the library staff. Obviously the number of positions, their variety, grading and distribution, the minimum qualifications required and the compensation paid are included in any standards dealing with positions and personnel. Other standards which indirectly affect the size and character of staff are also given--annual salary budget, book stock, annual book budget, hours of opening and certain welfare and working conditions for the staff.

Standards for libraries in institutions of higher education vary greatly in different parts of the country. Therefore the personnel standards used in the national pattern are necessarily at variance with local conditions in some institutions. It is felt, after considerable testing, that they do reflect average conditions throughout the country.

While certain minimum personnel standards are set up in these classification and pay plans, it should be emphasized that these standards are included, not for purposes of accrediting, but as a method of self-evaluation.

Classes of Departments

In the national pattern the subcommittee has provided for four departments (catalog, circulation, order and reference) for universities and degree-conferring four-year institutions, and for three departments (catalog and order, circulation and reference) for non-degree-conferring institutions.

A department is defined as a major unit of the library system, set up to perform a definite function or set of related functions. It has its own staff, definite responsibilities and a head who is directly responsible to the Chief Librarian or the Associate (or Assistant) Chief Librarian.

Departments have been broken down into one or more groups called classes of departments arranged according to the number of staff members in their full-time equivalent. The number of employees has been varied among classes in the various departments so that the positions of chiefs of all Class A Departments in the same type of institution will have duties and responsibilities of equal weight. Therefore they have been assigned the same personnel grade and have been placed on the same salary schedule. Thus a Class A Circulation Department will have more positions than a Class A Reference Department but the duties and responsibilities of the two positions of chief will be equal in weight.

The individual library, in preparing its own plans, may have the departments as set up in the national pattern, a combination of them or even more departments, according to its own organization.

Personnel Specifications for Library Positions

Personnel specifications have been prepared in the third section for a number of positions which are considered to be typical of those occurring in many libraries. They have been chosen to illustrate positions for all grades of the professional and clerical services. For each specification six items are given: (1) the class title, (2) the definition of the class of the position, (3) examples of the typical tasks performed, (4) the qualifications considered minimum for satisfactory performance of the work, (5) the grade of professional or clerical service to which the position has been assigned and (6) minimum salary schedule in terms of compensation paid on an annual basis.

Personal traits as given on each specification do not attempt to enumerate the specific traits which are considered desirable for every library position such as intelligence, integrity, good health, pleasing voice and manner, attractive appearance, pleasing personality, interest in people, imagination, dependability, courtesy, physical and mental energy, dignity, ability to do team work and forcefulness. The traits which are used in the specifications, about twenty in number, have been arranged in alphabetical order as it would have been extremely difficult to arrange them in order of importance on each specification. The abilities required follow, for the most part, the order used in enumerating the typical tasks performed.

Terminology

The terminology used in the various specifications conforms as far as possible to that considered best in personnel practice. With four exceptions

all class titles in the professional service include the word "librarian" to denote professional status. These exceptions are Archivist, Bibliographer, Instructor in the Use of the Library and Readers' Adviser. Relative rank is shown as follows: Chief Librarian, Associate (or Assistant) Chief Librarian, Chief Circulation Librarian, Assistant Chief Circulation Librarian, Senior Circulation Librarian, Intermediate Circulation Librarian, Junior Circulation Librarian. The position, Junior Librarian, is of the lowest grade in the professional service on the general staff, whereas that of Junior Reference Librarian is of the lowest professional grade in the Reference Department. Relative rank in the clerical service is shown from the class titles: Head Circulation Library Clerk, Senior Circulation Library Clerk, Junior Circulation Library Clerk. In the non-degree-conferring institutions no provision has been made for Head Library Clerks either for the general staff positions or in any department.

Several changes in terminology have been made in these plans from those issued by the A.L.A. Board on Salaries, Staff and Tenure in 1939 for public libraries. Four warrant special mention. The class title, Junior Librarian, in the present plans corresponds with that of Minor Junior Librarian in the public library plans. Both are Professional Grade 1, the lowest grade in the professional service. Intermediate Librarian in the present plans and Junior Librarian in the public library plans coincide and are Professional Grade 2. The class titles Catalog Librarian (Reviser), Catalog Librarian (Specialist in a Subject or Language Field) and Classification Librarian are used in these plans whereas Catalog Reviser, Catalog Specialist in a Subject or Language Field and Classifier were used in the public library plans. Thus in the present plans another step has been taken towards following good personnel procedure and using the word "librarian" in professional class titles.

To denote that different classes of positions require a specific type of knowledge in varying degrees, a somewhat arbitrary series of descriptive adjectives and nouns have been used which have been varied somewhat for different types of knowledge. As in illustration, acquaintance, familiarity, understanding, knowledge, working knowledge, good knowledge, broad knowledge, extensive knowledge, and thorough knowledge have been used, with acquaintance considered the lowest requirement and thorough knowledge the highest.

Standards of Education, Experience and Pay for Personnel Grades

A definite scheme has been followed so that this section for all three groups of institutions of higher education will dovetail and will also correlate with the same section in Classification and Pay Plans for Municipal Public Libraries issued by the A.L.A. Board on Salaries, Staff and Tenure in 1939.

Two services, professional and clerical, have been set up for institutions of higher education. The public library plans included the subprofessional service also. After the job analyses revealed that in libraries in institutions of higher education this service was rarely utilized, librarians of a large number of institutions were consulted to determine whether this situation was general. As this proved to be the case the subprofessional service was omitted from these plans.

Positions in the professional service usually fall into one of three groupings: executive, bibliographical and those requiring contact of a professional nature with the public. Thus a knowledge of library work as taught in a library school is considered essential. When certain positions require

unusual subject or language background, it may, on rare occasions, be very difficult or impossible to find someone who has this required background plus library school education. In such instances the subject background may be deemed more essential to the specific position and the person possessing it be chosen for the position with the understanding he complete his library education within a specific period.

As all professional staff members contribute to the educational program of the institution they are deemed to be of an academic rank corresponding to deans, teaching staff and departmental assistants. They should also enjoy the academic privileges including participation in retirement plans.

Positions in the library's clerical service are similar to clerical positions in the business and other offices of the institution. To hold a position in this service the incumbent is not required to have had prior library education or experience.

The classes of positions have been brought together in grades so that those positions which require different class titles, but which are comparable as to weight of duties and responsibilities and call for similar amounts of academic and professional or technical education are grouped in the same personnel grade. It follows, therefore, that all classes of positions within a given grade are on the same salary schedule.

Ten grades for the professional service and three for the clerical service have been used. All grades of both services are applicable to universities; nine of professional and all of clerical to degree-conferring four-year institutions; and six of professional and two of clerical to non-degree-conferring institutions. Although six grades of clerical service have been set up in the revised basic minimum pay plan for Classification and Pay Plans for Municipal Public Libraries the subcommittee has not made provision for Clerical Grades 4-6 for libraries in institutions of higher education. It is the subcommittee's opinion that the types of work which are performed in these higher clerical grades are usually provided for the library by the central college or university administration.

Educational qualifications, including not only professional or technical training but also library experience, provide a series of equivalents.

In specifying the number of years of experience required which would enable an individual to qualify for a position of higher grade than his educational background would warrant, if library experience were not included, the usual phrase has been "appropriate professional experience in a library of recognized standing." Until the self-evaluating score card for libraries in institutions of higher education is issued, there seems to be no better way of designating which libraries are suitable for the acquisition of useful experience than some such phrase as "library of recognized standing."

The section, Standards of Education, Experience and Pay for Personnel Grades, appears as a separate section for two reasons: to bring together in an alphabetical list the classes of positions set up under their grade of professional or clerical service, and to save needless repetition of the education and experience requirements in each class specification and throughout the section, Classes of Libraries.

Pay Plan

The pay plan and its various salary schedules presented many perplexing problems. It is recognized that regional differences in standards and support of institutions of higher education and in the cost of living make it impossible to set up any salary schedule which would be equally applicable to all libraries. Variations in the cost of living occur within the bounda-

ries of individual states. The salaries for the position of Chief Librarian and for positions on the professional staff must also be considered in relation to the salary schedules established for the various ranks of the faculty in the institution. In general the grades of positions in the professional service in the library are intended to be the equivalents of the corresponding levels of positions on the faculty in which like responsibilities, experience and education are required. The Chief Librarian of a college should receive a salary comparable to that of a full professor and head of a department in the college and the Chief Librarian of a university comparable to that of a dean in the university. The Assistant Chief Librarian's salary should compare with that of an associate professor; salaries of department heads should be in line with those of assistant professors and so on down the line.

In the revised basic minimum pay plan, a basic salary of \$2460 was adopted as the minimum beginning salary for a position which normally requires of its incumbent the completion of a four-year college course plus one year in an accredited library school. A \$2100 minimum salary was adopted for the positions for which the minimum educational qualifications were the completion of a four-year college course which included one year in an accredited library school.

Accepting this salary of \$2460 as the minimum of the salary schedule for Professional Grade 2, and that of \$2100 for Professional Grade 1 the salary schedule for each grade was developed from these points.

For each grade of service a five-step minimum salary schedule has been developed. Thus the salary schedule for Professional Grade 2 is \$2460-2610-2760-2910-3060, i.e., \$2460 is the minimum salary for entrance to the position; four increments of \$150 each have been provided; the maximum salary for the position on this minimum salary schedule is \$3060. The increments suggested are not recommended as annual or automatic increments but rather as increments for worth, i.e., satisfactory performance of the tasks. The salary schedules for each grade are set up so that they dovetail into one another to form one complete pay plan, as follows:

Professional Service

Grade 1 -	\$2 100	\$2 220	\$2 340	\$2 460	\$2 580
2 -	2 460	2 610	2 760	2 910	3 060
3 -	2 910	3 090	3 270	3 450	3 630
4 -	3 450	3 660	3 870	4 080	4 290
5 -	4 080	4 320	4 560	4 800	5 040
6 -	4 800	5 100	5 400	5 700	6 000
7 -	5 700	6 120	6 540	6 960	7 380
8 -	6 960	7 500	8 100	8 760	9 300
9 -	8 760	9 540	10,320	11,100	11,880
10 -	11,100	12,000	12,900	13,800	14,700

Clerical Service

Grade 1 -	\$1 350	\$1 410	\$1 470
2 -	1 470	1 530	1 590
3 -	1 650	1 710	1 770

Although definite salary schedules have been provided for clerical service from which hourly rates for student assistants' performing clerical work are derived, compensation for such work should be dependent as well on that paid

for like work in the institution.

All the standards set up are minimum standards. It is hoped that the individual library will take these minimum schedules as a basis for devising a pay plan more applicable to its particular situation. It is expected that average and better than average libraries will exceed these minimum salary schedules for the various grades.

The revised basic minimum pay plan for municipal public libraries differs from that used for libraries in institutions of higher education as six instead of three clerical grades are set up in the municipal public libraries plan. The subcommittee is of the opinion that Clerical Grades 4-6 do not usually exist in libraries in institutions of higher education because the central college or university administration normally provides the library with the services performed in these grades in public libraries. As the very large university libraries may have such positions the minimum salary schedules for these grades are given for the information of such libraries.

Clerical Service

Grade 4 -	\$1830	\$1890	\$1950	\$2010	\$2070
5 -	2010	2130	2250	2370	2490
6 -	2370	2490	2610	2730	2850

Future Revisions

Classification and pay plans can not be static but must be adjustable and changing to reflect current duties and responsibilities. Post war conditions may well accelerate such changes.

After these plans are in use certain inconsistencies and imperfections will no doubt be brought to light. The subcommittee will therefore welcome suggestions and criticisms in regard to the plans. Revisions to meet future needs will be essential.

HOW TO USE THIS BOOK

I. Classify the institution

In the preparation of Classification and Pay Plans for Libraries in Institutions of Higher Education the institutions have been divided into three groups: non-degree-conferring institutions, degree-conferring four-year institutions and universities. The classification and pay plan for each group is issued as a separate book.

Non-degree-conferring institutions include junior colleges, two-year and three-year normal and teacher training institutions, and technical institutions above the high school level that do not confer a bachelor's or higher degree.

Degree-conferring four-year institutions offer primarily a program leading to the bachelor's degree and may or may not also offer additional work leading to a master's degree. These include both liberal arts colleges and teacher training and other professional colleges.

Universities offer graduate academic work leading to the master's degree and doctor's degree and professional education leading to the various professional degrees and may or may not also include undergraduate curricula leading to the academic bachelor's degrees.

Select the book which treats the class of institution under consideration. Each book is so set up that the material in it applies only to libraries in that group of institutions. The other books will not apply to the library under consideration.

II. Establish the library's service load

The first step in establishing the service load is to obtain the number of students and faculty members both full time and part time in the following categories: underclass (undergraduate) students, upperclass (undergraduate) students, honors students, graduate students, full-time faculty members and irregular faculty members. For uniformity the figures should be obtained at a specific time such as the third week of the semester and summer session. All calculations are based on the service load of the library. It is therefore essential that care be taken at the outset to obtain as exact figures as possible.

The following definitions of students and faculty are based on those of the American Association of Collegiate Registrars.

Underclass (undergraduate) student is a freshman or sophomore or special student with approximate freshman or sophomore standing.

Upperclass (undergraduate) student is a junior or senior or special student with approximate junior or senior standing.

Honors student is a junior or senior who, because of superior scholarship, is excused from some or all of his classes and is permitted to pursue independent study. (Some institutions allow a few underclass students to do honors work.)

Graduate student is one who has been awarded at least one bachelor's degree and is pursuing graduate work.

Professional student is one enrolled in a professional school and should be classified on the preceding bases namely as underclass, upperclass, honors or graduate. Thus students in professional schools are to be counted as graduate students if the school is on a graduate basis (e.g., most medical colleges) but as undergraduate if they are not (e.g., many agricultural schools).

Full-time student is one carrying a load of at least 15 credit hours a week or the minimum specified by the institution.

Irregular student is one taking summer, extension, night, part-time and other irregular work and should be classified by preceding standards but counted in terms of the full-time equivalent according to the number of credit hours taken.

Faculty member is a full, associate or assistant professor or an instructor who teaches the normal full load or who supplements a part-time teaching load with a research assignment.

Full-time faculty member is one carrying a 15-hour teaching load or the minimum specified by the institution.

Irregular faculty member is a part-time or visiting faculty member or one who teaches only in a summer session or extension courses and who is not otherwise employed by the institution. He should be classified on the preceding bases and according to the number of hours taught and in terms of the full-time equivalent.

For the regular session take the number of part-time students in each category and the number of part-time faculty and turn these numbers into their full-time equivalent. If a full-time student in the institution is required to carry a load of 15 credit hours a week, count as full time all students taking this amount. If, however, 12 credit hours or some other number are required, use that figure. Using 15 credit hours per week as the basis of this discussion, 5 part-time students taking 3 credit hours a week of courses of underclass (undergraduate) level would be counted as 1 full-time student. Similarly, 3 students taking 5 hours, or any other combination making 15 hours would be considered as 1 full-time student. If some students are taking more than 15 hours the extra amount should not be counted. In other words 15 or more credit hours taken by any student in an institution using 15 credit hours as a full-time load would be counted only as 1 student.

Summer sessions are computed as follows: a student taking the full-time allowance for the summer session in an institution which has a regular session of 36 weeks and a summer session of 6 weeks would be considered as 1/6 of a student; those taking less than the full-time allowance would be rated proportionately.

Extension students are not to be counted in the library's service load if the library does not supply library service to them.

The part-time, summer session and extension faculty are estimated in

the same manner as are students. If the full-time teaching load is 15 hours per week in the institution 3 faculty members who give 5 credit hours work are counted as 1 full-time faculty member. However, 1 faculty member teaching 10 hours with a research assignment which is considered equivalent to another 5 hours of teaching would be figured as a full-time faculty member. Summer session faculty teaching the full-time allowance for the summer session are estimated in terms of the length of the summer session as compared with the length of the regular year, part-time summer session faculty are rated proportionately. Extension faculty are counted proportionately if the library furnishes service to them.

If an institution, for example an urban college, having 2 semesters in its regular session has a curriculum set up in such a way that many more students are enrolled in 1 semester than in the other, estimate the number of students in each semester separately, add the number of students in the first semester to that in the second semester and divide by 2 to obtain the number for the regular session. Care should be taken so that the figures obtained are uniform, i.e., obtained for the third week of each semester.

After these calculations have been made apply the following table to obtain the service load:

Count

Each underclass (undergraduate) student other than honors students	as 1 unit
Each upperclass (undergraduate) student other than honors students	as 2 unit
Each honors student	as 3 unit
Each graduate student	as 4 unit
Each faculty member	as 5 unit
Add number of units of each category.	The total obtained is the library's service unit load.

The service unit load of the library establishes the class of the library in the pattern for the libraries in institutions of higher education as a whole.

Class 1 Degree-conferring Four-year Institution Library has a service load of less than 800 service units

Class 2 Degree-conferring Four-year Institution Library has a service load of 800-1499 service units

Class 3 Degree-conferring Four-year Institution Library has a service load of 1500-2499 service units

Class 4 Degree-conferring Four-year Institution Library has a service load of 2500-4999 service units

Class 5 Degree-conferring Four-year Institution Library has a service load of 5000-9999 service units

Class 6 Degree-conferring Four-year Institution Library has a service load of 10,000 or more service units

For example, a library having a service unit load of 3200 units would be a Class 4 Degree-conferring Four-year Institution Library according to the national pattern.

Admittedly this is a rule-of-thumb method and no rule-of-thumb method will give a precise measurement of the service the library render's but the final net figure will at least more correctly represent the service the library is called upon to give them a simple count of students--the measure

formerly used. Tests made for a large number of institutions from very small junior colleges to very large universities indicate that this method serves extremely well.

III. Work out the minimum standards recommended by using the library's actual service load

To illustrate this and succeeding sections, a Class 4 Degree-conferring Four-year Institution Library having a service unit load of 3200 units has been selected. Turn to pages 7-8 of the section, Classes of Libraries, to find the minimum standards which are recommended for a Class 4 Degree-conferring Four-year Institution Library. Pages 7 and 8 are the only pages in the section, Classes of Libraries, which apply to a Class 4 Degree-conferring Four-year Institution Library. Material in Classes 1-3 and 5-6 are not applicable.

As this discussion of the minimum standards recommended follows the same order as the standards appearing on pages 7-8 it is suggested that they be consulted along with this illustrative material. The standards are divided into five major sections: (1) Staff organization, (2) Qualifications and salaries, (3) Working conditions, welfare and economic security, (4) Annual salary budget and (5) Other standards including books, annual book budget and hours of opening. This discussion follows that order of presentation.

A. Staff organization

The formula used to obtain the number of positions recommended as minimum and their breakdown into the professional and clerical services was arrived at after considerable testing of actual conditions in all types and sizes of libraries.

1. Professional service

On page 7 the method of computing the number of professional positions required in addition to that of Chief Librarian is given in item I,A,1: 3 professional positions for first 800 service units plus 1 more for each additional 500 units or major fraction thereof. Therefore the recommended number of professional positions other than that of the Chief Librarian is 8.

2. Clerical service

Item I,B,1 indicates how the number of positions in the clerical service is obtained: 40% of 9 positions (8 plus that of Chief Librarian) = 3.6 clerical positions or 60% of 9 positions = 5.4 clerical positions. Therefore the positions in the clerical service including student assistants should be between 5.4 and 3.6. Student assistants who perform clerical work in the library are in the clerical service and not in a separate service as a service is determined by the type of work performed. When student assistants fill part of the clerical positions they should be counted in terms of their full-time equivalent, i.e., if a full-time clerical assistant works 40 hours per week, then 4 students working 10 hours per week would hold 1 clerical position jointly.

For present purposes in this illustration use 5.4 clerical positions and divide them into 3 full-time clerical positions and 2.4 positions estimated in student assistants' time. 2.4 positions x 40 hours per week x 36 week-year = 3456 hours of student assistance per year or 96 hours of student assistance per week.

3. Distribution of positions of professional service

Item I,C,1 shows the way the positions in the professional service are to be distributed as to professional grade: 10% of 8 positions in the professional service other than that of Chief Librarian = .8 position which is recommended to be of Professional Grade 3 according to these minimum standards. 25% of 8 = 2 positions required to be of Professional Grades 2 or 3. Therefore, for the present analysis use 3 positions instead of 2.8 (.8 plus 2) positions and divide them as follows: 2 positions of Professional Grade 3 and 1 position of Professional Grade 2.

This distribution requirement for positions in the professional service has been included to assure a properly balanced staff with a sufficient number of junior administrators (chiefs and assistant chiefs of departments) to secure good management and yet with sufficient numbers of positions in all professional grades to assure adequate distribution of duties at the various levels.

The number of positions recommended as the minimum requirement for the staff organization takes into account average conditions as they exist in the country as a whole including an average building. Therefore the large building and the building not easily supervised will require more positions to render adequate service than does the compact building. If the reserves desk, for example, is separated from the Circulation Department, an additional number of professional and clerical positions and a larger number of hours of student help will be required to man it. The number of positions will be affected by the hours of opening often determined by local requirements and by the number of departmental and school or college libraries. Even if not regularly staffed by the library the work of making and maintaining departmental catalogs, gathering periodicals for binding, etc. places an additional load on the library staff.

B. Qualifications and salaries

1. Professional service

a. Qualifications

- 1) On page 7 item II,A,1,a brings out the fact that the position of Chief Librarian of a Class 4 Degree-conferring Four-year Institution Library is established in the national pattern as Professional Grade 7. Minimum requirements of education and experience will be found on page 110 with further reference to pages 109-10. It is found that there are 6 ways of meeting the education and experience requirement as outlined in 6 paragraphs. The Chief Librarian should meet the requirements as set forth in one of these 6 paragraphs.

b. Salaries

- 1) The position of Chief Librarian in a Class 4 Degree-conferring Four-year Institution Library is established as Professional Grade 7 which carries a minimum salary schedule of \$5700-6120-6540-6960-7380 (see item II,A,2,c). In this schedule \$5700 is the minimum salary for entrance to the position, 4 increments of \$420 each have been provided and the maximum salary on this schedule is \$7380. As these are minimum standards the pay plan of the individual library may, of course, provide for Professional Grade 7 a higher minimum salary, different increments and a higher maximum salary. The schedule should not be lower than the one given in the national pattern.

- 2) The remainder of the professional staff are paid according to the professional grade of the position held.

As 9 professional positions were needed to meet the minimum requirements for a Class 4 Degree-conferring Four-year Institution Library 8 positions are still to be accounted for: 2 of Professional Grade 3, 1 of Professional Grade 2 and 5 of Professional Grades 2 or 1. For present purposes in this discussion use 3 in Professional Grade 2 and 2 in Professional Grade 1. Thus the 2 positions of Professional Grade 3 are in the minimum salary schedule for that grade - \$2910-3090-3270-3450-3630; 4 positions of Professional Grade 2 are in the minimum salary schedule for that grade - \$2460-2610-2760-2910-3060; 2 positions of Professional Grade 1 are in the minimum salary schedule for that grade - \$2100-2220-2340-2460-2580.

2. Clerical service

It has been found that the recommended number of positions in the clerical service is from 3.6 to 5.4 positions. For present purposes 3 full-time clerical positions plus 2.4 student assistants' positions or 3456 hours of student assistance are used. To assure proper balance in the clerical service break this into: 1 position of Clerical Grade 3, 1 position of Clerical Grade 2, 1 position of Clerical Grade 1 and 2.4 positions of Clerical Grade 1 or 3456 hours of student help.

On pages 103-04 are found the standards of education, experience and pay for clerical service. It is felt that student help on an hourly basis can adequately fill positions of Clerical Grade 1, therefore the hourly rate of student pay is computed. It is also recognized that positions of Clerical Grades 2 and 3 are of such a nature that they require more continuity in service and can not be filled satisfactorily by students who are working a few hours per week, therefore no hourly rates have been set up for these two grades. If student assistants are used for these higher grades of clerical service they should work in most instances not less than half time or 20 hours per week and should be on the regular monthly payroll.

C. Distribution of positions into general staff and departments

Continuing with a Class 4 Degree-conferring Four-year Institution Library as an illustration, it is next necessary to arrange the positions in the hypothetical library into general staff positions and departments. The 9 professional and 3 clerical positions and the 3456 hours per year (96 hours per week) of student help can be broken down for this illustration to make provision for Catalog and Circulation Departments, for order and reference work done on a nondepartmentalized basis and for a Readers' Adviser. A department has been defined as having a minimum of two positions in full-time equivalent. Therefore it follows that nondepartmentalized order and reference work implies less than the equivalent of two full-time positions in each case. It must be remembered that part-time positions must be equated into full-time positions even though they are in two or more departments.

On page 15 it is found that the various departments have been set up to show the work included in each department in the national pattern. It follows that a different allocation of work between departments will affect the number of positions needed in them. For this illustration the positions are distributed as follows:

Chief Librarian - 1 position
 Readers' Adviser of Professional Grade 3 - 1 position
 Secretary of Clerical Grade 3 - 1 position
 8 hours per week of student help for such work as messenger service - .2 position
 Catalog Department - 4.5 positions
 3 professional positions
 1 clerical position
 20 hours per week of student help = .5 position
 Circulation Department - 3.9 positions
 2 professional positions
 .5 clerical position
 56 hours per week of student help = 1.4 positions
 Order work - 1.6 positions
 1 professional position
 .5 clerical position
 4 hours per week of student help = .1 position
 Reference work - 1.2 positions
 1 professional position
 8 hours per week of student help = .2 position

On page 13 it is also found that:

1. A Catalog Department having in full-time equivalent a staff of 4.5 including the chief is a Class A Catalog Department
2. A Circulation Department having in full-time equivalent a staff of 3.9 including the chief is a Class A Circulation Department
3. Order work having in full-time equivalent a staff of 1.6 is nondepartmentalized
4. Reference work having in full-time equivalent a staff of 1.2 is nondepartmentalized

Distribute the positions in the Class A Catalog Department

Turn to the section, Personnel Specifications for Library Positions in the Professional and Clerical Services, for the class specification for a Chief Catalog Librarian of a Class A Catalog Department on page 24. It is found that this position is a Professional Grade 3 position. Therefore 1 position of Professional Grade 3 has been included which was required in the distribution of positions according to grades. As soon as the personnel grade of the chief of department is set up the 4.5 positions in the department can be arranged in logical sequence.

The 4.5 positions (counting student help) can be set up as follows:
 1 Chief Catalog Librarian - Professional Grade 3 (see p. 24)
 1 Intermediate Catalog Librarian - Professional Grade 2
 (see p. 32)
 1 Junior Catalog Librarian - Professional Grade 1 (see p. 33)
 .5 Senior Catalog Library Clerk - Clerical Grade 2 (see p. 89)
 .5 Junior Catalog Library Clerk - Clerical Grade 1 (see p. 90)
 .5 position or 20 hours per week of student help

The page numbers given after the grade refer to the pages on which the specifications for these positions appear.

Distribute the 3.9 positions (counting student help) in the Class A Circulation Department as follows:

Class A Circulation Department requires a Chief Circulation Librarian of Professional Grade 2

- 1 Chief Circulation Librarian - Professional Grade 2
(see p. 35)
- 1 Junior Circulation Librarian in charge of Reserves -
Professional Grade 1 (see pp. 42 and 46)
- .5 Junior Circulation Library Clerk - Clerical Grade 1
(see p. 93)
- 1.4 positions or 56 hours per week of student help

Break down the 1.6 positions (counting student help) in order work as follows:

- 1 nondepartmentalized Order Librarian - Professional Grade 2
(see p. 47)
- .5 Senior Order Library Clerk - Clerical Grade 2 (see p. 94)
- .1 position or 4 hours per week of student help

Group the 1.2 positions (counting student help) in reference work as follows:

- 1 nondepartmentalized Reference Librarian - Professional Grade 2 (see p. 56)
- .2 position or 8 hours per week of student help

D. Personnel Specifications for Library Positions in the Professional and Clerical Services

There have been included approximately 85 specifications of classes of positions which are most likely to occur in degree-conferring four-year institution libraries. No library will have all of them and in most libraries positions will exist which combine the work given here in two or more specifications. It will be noted that in the Circulation Department there has been set up in this illustration the position of Junior Circulation Librarian which includes charge of reserves - Professional Grade 1. This has been used instead of the position of Reserves Librarian of Professional Grade 2 to show how the individual library may set up a position of lower grade to obtain adequate distribution by placing the position under more careful supervision and allowing for less independent work. A new specification would need to be written which would combine parts of the specifications: Junior Circulation Librarian and Reserves Librarian. In like manner a higher grade position could be set up when needed and in line with the grading scheme by adding important duties. The two half-time clerical positions, Senior Catalog Library Clerk and Senior Order Library Clerk, could be combined. A specification for the resulting position should be written to combine the tasks performed in both halves of the position and the class title would probably be given as Senior Catalog and Order Library Clerk.

In the specification for each class of position six items are given:
(1) the class title, (2) the definition of the class of position, (3) examples of typical tasks performed, (4) minimum qualifications both

professional and personal, (5) the grade of professional or clerical service, and (6) the salary schedule.

If the person holding the position under consideration performs the duties as set forth in the definition of the class of position his position is one of that class regardless of his title, qualifications or compensation. Thus a simple classification plan can be drawn up by using merely this definition and omitting the examples of typical tasks and minimum qualifications. While better than nothing such a plan is still unsatisfactory. It must be made clear that if the incumbent performs the duties as set forth in the definition of the class of position, the position belongs in that class and therefore is of the personnel grade assigned it (either professional or clerical) even though the incumbent does not meet the minimum qualifications which are deemed necessary under usual circumstances for the satisfactory performance of the work. It follows that a person without full library school education may hold a position on the professional staff and conversely that a person with a degree from an accredited library school may hold a position on the clerical staff. Positions, not the incumbents, are classified.

On each specification there appears a reference to the page on which the detailed requirements of education and experience are given. This reference is made to save repetition of these alternates in each specification.

E. Working conditions, welfare and economic security

On pages 7-8 it is found that minimum standards for working conditions, welfare and economic security follow the minimum standards for staff organization and qualifications and salaries. These have been included because they affect the size of the staff and the efficiency of the library. A well-balanced employee relations program is considered by most employers as the normal requirement in any plan for the successful administration of human relationships. Therefore those standards affecting the employment of personnel have been set down to show what are considered minimum standards for good personnel administration in libraries. They also affect the size of the staff required for proper administration of the library.

1. Hours of work. If a staff member works no more than 40 hours per week it requires a minimum of 1.7 persons to cover the hours of opening in a public service department open 68 hours per week plus additional staff to provide for the extra time needed away from the public to perform supervisory and other duties. If the requirement is 35 hours per week a minimum of 1.9 persons will be needed.
2. Vacations also affect the size of the staff. The minimum vacation of one month for professional staff must be considered in terms of positions. In a degree-conferring four-year institution where the library is open 12 months it follows that for every 11 positions an additional position must be provided to care for the vacation period of the 11 incumbents and the vacation of the additional person who has the 12th month for his vacation. Twelve full-time persons are therefore required to service 11 positions unless vacations can be scheduled in particularly slack periods when the hours can be curtailed or unless the staff from the technical departments can be used.

- to cover the schedule during vacation periods. It is not usually desirable however to schedule technical department staff for this purpose except in great emergencies and for very short periods. The output of their work must not be retarded to the extent that the efficiency of the library is impaired. In those institutions which operate on a 36 week-year extra staff are not needed to cover vacation schedules as vacations can be taken when the college is closed.
3. Leaves for study or for illness also require arrangements for persons to fill the actual position during the leave. If a faculty member is granted leave his courses may not be offered for the semester or year. In a library, a position can not be cut out during a staff member's leave without impairing the work of the library.

4. Pension systems are of benefit to the employee and the employer. As he grows older, the employee can perform his work much more satisfactorily and efficiently when he is not worried about his future. The employer can retire the employee at the retirement age without worrying what will happen to the person who has given the library years of faithful service. Adequate retirement allowances make it unnecessary to continue the employment of one who is no longer capable of satisfactory performance. All positions should be filled by those who can do the work efficiently.

F. Annual salary budget

The recommended annual salary budget for a Class 4 Degree-conferring Four-year Institution Library having a service unit load of 3200 units is computed as follows:

$$\begin{array}{rcl} 2000 \text{ units at } \$13 & = & \$26,000 \\ 1200 \text{ units at } \$8 & = & 9600 \\ & & \hline & & \$35,600 \end{array}$$

This formula for annual salary budget, like all other formulae used, has been tested for many institutions.

The \$35,600 which is for staff salaries and student wages but not for maintenance staff can be broken down as follows among the positions on the staff according to their recommended grades:

1. Professional service - 9 positions

1 Chief Librarian - Professional Grade 7

1 at second increment - \$6540	\$6540.00
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2 positions of Professional Grade 3

1 at third increment - \$3450	
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1 at minimum - 2910	
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\$6360	6360.00
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4 positions of Professional Grade 2

1 at second increment - \$2760	
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3 at minimum (\$2460) - 7380	
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\$10140	10,140.00
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2 positions of Professional Grade 1

1 at first increment - \$2220	
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1 at second increment - 2540	
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\$4560	4560.00
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\$27,600.00	
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	\$27,600.00
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2. Clerical service - 3 full-time positions plus student help of 3456 hours	
1 position of Clerical Grade 3 1 at second increment - \$1770	\$1 770.00
1 position of Clerical Grade 2 1 at first increment - \$1530	1 530.00
1 position of Clerical Grade 1 1 at maximum - \$1470	1 470.00
3456 hours of student help 2500 at 65¢ per hour - \$1625.00	
956 at 70¢ per hour - 669.20	
	<u>\$2294.20</u>
	2 294.20
	<u>\$7 064.20</u>
	<u>.7 064.20</u>
Grand Total	\$34,664.20

This leaves \$935.80 of the total salary budget of \$35,600 to be used for help during sick leaves and other emergencies. If the library has students whose wages are paid from the institutional budget though not necessarily charged against the library budget, consideration must be given this fact and the library budget adjusted accordingly.

G. Other standards

As the book stock, annual book budget and hours of opening have a definite bearing on the size and distribution of the positions they have been included. The formula used for each was tested to determine its adequacy.

1. Book stock recommended as minimum in a Class 4 Degree-conferring Four-year Institution Library is estimated according to the service unit load of 3200 units as follows:

$$\begin{aligned}
 50 \text{ books} \times 800 \text{ units} &= 40,000 \text{ books} \\
 25 \text{ books} \times 700 \text{ units} &= 17,500 \text{ books} \\
 15 \text{ books} \times 1500 \text{ units} &= 22,500 \text{ books} \\
 5 \text{ books} \times 200 \text{ units} &= 1,000 \text{ books} \\
 \\
 \text{Total} &= \underline{\underline{81,000 \text{ books}}}
 \end{aligned}$$

2. Annual book budget - average expenditures for books, periodicals and binding for last five years - in this illustration should not be less than

$$\begin{aligned}
 2000 \text{ units at } .88 &= \$16,000 \\
 1200 \text{ units at } .55 &= 6,000 \\
 \\
 \text{Total} &= \underline{\underline{\$22,000}}
 \end{aligned}$$

3. Hours of opening - at least 68 hours weekly. It is not expected that all public service departments will be open during the full period; for example, some departmental libraries may be open much less if demand does not warrant. The circulation and reference departments should be open at least 68 hours per week.

IV. Make the classification plan for the specific library

Up to this point the discussion has illustrated how a hypothetical Class 4 Degree-conferring Four-year Institution Library could be set up by

applying the minimum standards recommended. The remainder of the discussion will explain how a specific library can see how it is actually set up and whether or not it meets the minimum personnel standards recommended for a Class 4 Degree-conferring Four-year Institution Library.

Take the payroll of the library, add to it the list of those students on work scholarships, etc. whose wages are paid from the institutional budget though not necessarily charged against the library budget. Do not include volunteers or those paid from noncollege sources.

Against each name state department or departments to which the individual is assigned, whether his position or positions are in the professional or the clerical service (including students in the clerical service) and the amount of time worked in each position, i.e., John Smith - professional service - $\frac{1}{2}$ time Catalog Department, $\frac{1}{4}$ time Order Department, $\frac{1}{4}$ time general staff. When this has been completed arrange the positions into departments, departmental libraries and general staff and under each divide so the result shows the exact number of positions in the professional service and also in the clerical service. Turn the part-time positions in a department into their full-time equivalent and add them to the full-time positions in the same department. The total will show the size of the department and thus establish its class. When figures for each department are obtained, turn to page 13 and see what class of department each is according to the national pattern. For example, a Catalog Department with 4.5 positions in their full-time equivalent including the chief of department would be a Class A Catalog Department. The professional grade of the chief of department, therefore, would be one of Professional Grade 3. In breaking down the 4.5 positions it would be possible to have professional positions only of Professional Grades 2 and 1 in that department.

By consulting the definitions for professional service and clerical service on pp. xv-xvi indicate against each position in the department whether it is actually professional or clerical as set up in the national pattern. In this way it can be seen whether a position considered professional in the specific library actually classifies as such in the national pattern. If the duties performed reveal that the position includes both professional and clerical duties, then the proportion of time spent and the importance of the tasks will determine the classification as professional or clerical. For example, a position with 60% professional and 40% clerical duties would classify as professional if the most important tasks performed were professional. Time should not be the only governing factor. When this hasty analysis or the actual job analysis of the library brings such a position to light, it is in the interests of good personnel administration to reallocate the duties assigned to it. A large proportion of clerical duties involved should be assigned to clerical staff members and from several clerical positions certain professional duties should be removed and assigned to the position in question so that it may have a higher proportion of professional duties.

After the positions in each department, etc. have been marked to show which are in the professional service and which are in the clerical service, the next step is to assign the class title and personnel grade to the positions within each group.

The Chief Librarian's position is automatically determined by the class of the library. This is also true for the position of Associate (or Assistant) Chief Librarian. The national pattern has been drawn up so that the position of Chief Librarian will always be 2 grades above that of Associate (or Assistant) Chief Librarian. The subcommittee has felt that the administrative position of Associate (or Assistant) Chief Librarian will not occur in degree-conferring four-year institution libraries other than in Classes 5 and 6 and therefore it has not been provided in Classes 1-4. If such a position does not exist as is the case in this illustration of a Class 4 Degree-conferring Four-year Institution Library it follows that no position will have that personnel grade except perhaps in the unusual case where the position of a chief of department classifies in its own right as a position of that personnel grade. The class of department establishes the class of position and thus the personnel grade for the chief of the department. Therefore the personnel grades of the various chiefs of department are determined at a glance by turning to page 13. All other positions in the department are of lower professional grades than that of the chief. In other words, it is a fact that the chief of department has heavier responsibilities than the other members of the department.

No assistant chief of department has been set up for a small department. In small departments which do not have assistant chiefs provision has been made for a position of the professional grade directly below that of chief of department.

For specialists within departments, departmental librarians and other specialists Professional Grades 3 and 2 have been used in the sample specifications. The individual library must determine the classification of such positions in relation to others within the department and with others on the staff in respect to the weight of duties and responsibilities so that like weights are given the same personnel grade.

Sample specifications are supplied as guides. After the personnel grades for the various positions in the library have been noted, the librarian, educator or surveyor will have a rough estimate of the library's position-classification plan and can compare the specifications for the positions as set up in the national plan with the actual tasks performed, the qualifications of the incumbents and the salaries paid in the specific library. This will serve as a guide to check against until the library's actual job analysis can be undertaken and a classification and pay plan developed. It should be emphasized that such a plan is but a stopgap and is not recommended. Each library must make a job analysis of all positions on the staff, both full time and part time, before developing a satisfactory classification and pay plan. The form used by the 39 libraries which cooperated in making the job analysis for this study appears as Appendix B. This may serve as a guide to the library developing its own form.

As has been pointed out, the classification plan of the individual library, while following the national pattern in certain respects, will not do so in others with the result that any library's plan will fit that library only. The specifications, while following the national pattern in style, etc. will apply to the actual positions in a given library as each specification is written to illustrate the actual work performed in the specific position.

V. Prepare the pay plan for the specific library

After the classification plan is developed the pay plan can then be developed. The plan used in this study will serve as a guide but the plan for the individual library will be developed with several considerations in mind:

1. The salaries paid the faculty and clerical staff of the institution;
2. The cost of living in the particular community;
3. The compensation paid in libraries in other institutions of higher education which are considered comparable because of like situations and conditions;
4. The compensation paid for work performed in comparable professions where duties and responsibilities are of equal weight;
5. The salaries in force in similar libraries in the area.

The subcommittee, in making the pay plan pattern for institutions of higher education as a whole, has set up what it considers are the minimum salary schedules acceptable for each personnel grade and therefore for the various classes of positions in the average library. It is assumed and expected that a library giving adequate service to its institution will exceed the minimum standards for all or many of the personnel grades and classes of positions.

For each class of position in the sample specifications prepared by subcommittee, a minimum salary has been set and several increments have been provided. The salaries given, therefore, constitute a minimum schedule for each class of position and the final figure in each group is the suggested maximum for that class of position for the sample specification only. Each library will determine for each class of position in its classification and pay plan the minimum salary, the number of increments and the amounts of each, and the maximum salary.

CLASSES OF LIBRARIES

CLASS 1 - DEGREE-CONFERRING FOUR-YEAR INSTITUTION LIBRARY HAVING LESS THAN 800 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a degree-conferring four-year institution with 150 underclass (undergraduate) students other than honors students, 100 upperclass (undergraduate) students other than honors students, 40 honors students, 10 graduate students and 45 faculty members would total 735 units and thus would be a Class 1 Degree-conferring Four-year Institution Library.

Minimum Standards

- I. Staff organization
 - A. Professional service
 - 1. In addition to the Chief Librarian, there shall be 1 assistant's position of professional grade
 - B. Clerical service
 - 1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service
- II. Qualifications and salaries
 - A. Professional service
 - 1. Qualifications
 - a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 4 (see pp. 107-08)
 - 2. Salaries
 - a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 4
 - b. The other member of the professional staff is paid according to the professional grade of the position held (see pp. 105-06)
 - B. Clerical service
 - 1. Standards of education, experience and pay for the clerical service are maintained (see pp. 103-04)
- III. Working conditions, welfare and economic security
 - A. Hours
 - 1. The regular working hours of the full-time library staff are not more than 40 per week
 - B. Vacations
 - 1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$13 for each unit of its service load; and in no case less than \$7600

V. Other standards

- A. The size of staff here specified for a Class 1 Degree-conferring Four-year Institution Library assumes

1. Books

- a. The library has 50 books for each unit of its service load; and in no case less than 40,000 volumes

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$8 for each unit of its service load; and in no case less than \$2000

3. Hours of opening

- a. The library is open at least 32 hours weekly

CLASS 2 - DEGREE-CONFERRING FOUR-YEAR INSTITUTION LIBRARY HAVING 800-1499
SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a degree-conferring four-year institution with 300 underclass (undergraduate) students other than honors students, 200 upperclass (undergraduate) students other than honors students, 60 honors students, 15 graduate students and 75 faculty members would total 1315 units and thus would be a Class 2 Degree-conferring Four-year Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 3 assistants' positions of professional grades for first 800 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. At least 1 professional position other than the Chief Librarian shall be a position of Professional Grade 3 (see 106-07)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 5 (see pp. 108-09)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 5

- b. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 105-07)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 103-04)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks'

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$13 for each unit of its service load

V. Other standards

- A. The size of staff here specified for a Class 2 Degree-conferring Four-year Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 800 units of its service load; 25 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$8 for each unit of its service load

3. Hours of opening

- a. The library is open at least 44 hours weekly

CLASS 3 - DEGREE-CONFERRING FOUR-YEAR INSTITUTION LIBRARY HAVING
1500-2499 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a degree-conferring four-year institution with 550 underclass (undergraduate) students other than honors students, 325 upperclass (undergraduate) students other than honors students, 80 honors students, 20 graduate students and 100 faculty members would total 2020 units and thus would be a Class 3 Degree-conferring Four-year Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 3 assistants' positions of professional grades for first 800 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. At least 1 of the professional positions other than the Chief Librarian shall be a position of Professional Grade 3 (see pp. 106-07)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 6 (see pp. 109-10)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 6

- b. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 105-07)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 103-04)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$13 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 3 Degree-conferring Four-year Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 800 units of its service load; 25 books for each unit of the next 700 units; 15 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$8 for each unit of the first 2000 units of its service load; \$5 for each unit thereafter

3. Hours of opening

- a. The library is open at least 50 hours weekly

CLASS 4 - DEGREE-CONFERRING FOUR-YEAR INSTITUTION LIBRARY HAVING
2500-4999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a degree-conferring four-year institution with 1050 underclass (undergraduate) students other than honors students, 700 upperclass (undergraduate) students other than honors students, 200 honors students, 50 graduate students and 225 faculty members would total 4375 units and thus would be a Class 4 Degree-conferring Four-year Institution Library.

Minimum Standards

- I. Staff organization
 - A. Professional service
 - 1. In addition to the Chief Librarian, there shall be 3 assistants' positions of professional grades for first 800 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof
 - B. Clerical service
 - 1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service
 - C. Distribution
 - 1. 10% of the professional positions other than the Chief Librarian shall be positions of Professional Grade 3 and another 25% of Professional Grade 2 or 3 (see pp. 1C5-07)
- II. Qualifications and salaries
 - A. Professional service
 - 1. Qualifications
 - a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 7 (see p.110)
 - 2. Salaries
 - a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 7
 - b. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 105-07)
 - B. Clerical service
 - 1. Standards of education, experience and pay for the clerical service are maintained (see pp. 103-04)
- III. Working conditions, welfare and economic security
 - A. Hours
 - 1. The regular working hours of the full-time library staff are not more than 40 per week
 - B. Vacations
 - 1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$13 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class, 4 Degree-conferring Four-year Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 800 units of its service load; 25 books for each unit of the next 700 units; 15 books for each unit of the next 1500 units; 5 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$.6 for each unit of the first 2000 units of its service load; \$.5 for each unit thereafter

3. Hours of opening

- a. The library is open at least 68 hours weekly

CLASS 5 - DEGREE-CONFERRING FOUR-YEAR INSTITUTION LIBRARY HAVING
5000-9999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a degree-conferring four-year institution with 2500 underclass (undergraduate) students other than honors students, 1700 upperclass (undergraduate) students other than honors students, 400 honors students, 75 graduate students and 500 faculty members would total 9900 units and thus would be a Class 5 Degree-conferring Four-year Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 3 assistants' positions of professional grades for first 800 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 4 and another 25% of Professional Grade 3

II. Qualifications and salaries

(see pp. 106-08)

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 8 (see pp. 110-11)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 6 (see pp. 109-10)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 8
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 6
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 105-08)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 103-04)

III. Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$13 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 5 Degree-conferring Four-year Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 800 units of its service load; 25 books for each unit of the next 700 units; 15 books for each unit of the next 1500 units; 5 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$8 for each unit of the first 2000 units of its service load; \$5 for each unit thereafter

3. Hours of opening

- a. The library is open at least 80 hours weekly

CLASS 6 - DEGREE-CONFERRING FOUR-YEAR INSTITUTION LIBRARY HAVING
10,000 OR MORE SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a degree-conferring four-year institution with 3000 underclass (undergraduate) students other than honors students, 2400 upperclass (undergraduate) students other than honors students, 600 honors students, 100 graduate students and 700 faculty members would total 13,500 units and thus would be a Class 6 Degree-conferring Four-year Institution Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 3 assistants' positions of professional grades for first 800 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 5; and another 25% of Professional Grade 3 or 4 (see pp. 106-09)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 9 (see p. 111)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 7 (see p. 110)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 9

- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 7

- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 105-09)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 103-04)

III. Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks.

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$13 for each unit of the first 2000 units of its service load; \$6 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 6 Degree-conferring Four-year Institution Library assumes

1. Books

- a. The library has 50 books for each unit of the first 800 units of its service load; 25 books for each unit of the next 700 units; 15 books for each unit of the next 1500 units; 5 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$.8 for each unit of the first 2000 units of its service load; \$.5 for each unit thereafter

3. Hours of opening

- a. The library is open at least 80 hours weekly

CLASSES OF DEPARTMENTS

A department having less than 2 full-time members including the chief is called nondepartmentalized. Part-time employees including student assistants paid by the library are counted in terms of their full-time equivalent.

Catalog Department (including cataloging; classifying; subject heading; making and filing of all catalog cards; and certain processing details)

- Class A - Staff of 2 to 5 full-time members including chief of department
- Class B - Staff of 6 to 8 full-time members including chief of department
- Class C - Staff of 9 or more full-time members including chief of department

Circulation Department (including not only all circulation work per se both regular and reserves but also interlibrary loans; shelving; stack care; inventory; etc.)

- Class A - Staff of 2 to 4 full-time members including chief of department
- Class B - Staff of 5 to 8 full-time members including chief of department
- Class C - Staff of 9 to 12 full-time members including chief of department
- Class D - Staff of 13 or more full-time members including chief of department

Order Department (including evaluating, selecting and ordering library materials; doing library bookkeeping; accessioning; handling gifts, exchanges and duplicates; doing all acquisition and preparation of periodicals work except their cataloging; and certain processing details)

- Class A - Staff of 2 to 4 full-time members including chief of department
- Class B - Staff of 5 or more full-time members including chief of department

Reference Department (including all work involving interpretation to the public of library materials including periodicals and documents; and locating information as well as the materials themselves)

- Class A - Staff of 2 to 3 full-time members including chief of department
- Class B - Staff of 4 to 5 full-time members including chief of department
- Class C - Staff of 6 or more full-time members including chief of department

PERSONNEL SPECIFICATIONS FOR LIBRARY POSITIONS
IN THE PROFESSIONAL AND CLERICAL SERVICES

Professional Grade 4 (see pp. 107-08)

CHIEF LIBRARIAN (OR DIRECTOR)
Class 1 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 1 Degree-conferring Four-year Institution Library having less than 800 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; seeing that the library quarters are kept in good condition; answering reference questions; giving instruction in the use of the library; ordering and cataloging books; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; supervising the work of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF LIBRARIAN (OR DIRECTOR)
Class 2 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 2 Degree-conferring Four-year Institution Library having 800-1499 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; seeing that the library quarters are kept in good condition; answering reference questions; giving instruction in the use of the library; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; supervising the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; working knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF LIBRARIAN (OR DIRECTOR)
Class 3 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 3 Degree-conferring Four-year Institution Library having 1500-2499 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; helping to plan new buildings or alterations in existing structures; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; good knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

CHIEF LIBRARIAN (OR DIRECTOR)
Class 4 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 4 Degree-conferring Four-year Institution Library having 2500-4999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; selecting books, documents and pamphlets; helping to plan new buildings or alterations in existing structures; supervising inventories; purchasing supplies and equipment; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 7; broad knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 7

CHIEF LIBRARIAN (OR DIRECTOR)
Class 5 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 5 Degree-conferring Four-year Institution Library having 5000-9999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 8; extensive knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; skill in coordinating work of various departments in a large library and in planning and directing a large staff; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 8

CHIEF LIBRARIAN (OR DIRECTOR)
Class 6 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 6 Degree-conferring Four-year Institution Library having 10,000 or more service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 9; extensive knowledge of modern library organization, procedure, policy, aims and service; broad knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; skill in coordinating work of various departments in a large library and in planning and directing a large staff; ability to speak in public and to write clear and comprehensive reports; good knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 9

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 5 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 5 Degree-conferring Four-year Institution Library having 5000-9999 service units; to act as a chief of department; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; answering reference questions; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; good knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

Professional Grade 7 (see p. 110)

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 6 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 6 Degree-conferring Four-year Institution Library having 10,000 or more service units; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; answering reference questions; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 7; broad knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 7

CATALOG LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the cataloging and classification of books in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Doing cataloging, classifying and subject heading; making master cards and adapting L.C. or other cards; recataloging when necessary; keeping shelf list; typing, revising and filing cards; supervising or handling processing details; developing the catalogs and the cataloging procedure to meet the needs of the institution; searching for catalog information; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; knowledge of books; reading knowledge of one or more foreign languages; skill in the performance of cataloging; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; ability to organize work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF CATALOG LIBRARIAN
Class A Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Catalog Department, i.e., having a staff of 2 to 5 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; doing cataloging, classifying and subject heading; supervising or handling processing details; recataloging when necessary; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; good knowledge of books; reading knowledge of two or more foreign languages; ability to organize and direct a Catalog Department; appreciation of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

CHIEF CATALOG LIBRARIAN
Class B Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Catalog Department, i.e., having a staff of 6 to 8 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; doing cataloging, classifying and subject heading; supervising the preparing and filing of L.C. and other cards; supervising recataloging when necessary; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; good knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least one more language; ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF CATALOG LIBRARIAN
Class C Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Catalog Department, i.e., having a staff of 9 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; giving personal supervision to the difficult cataloging, classification and subject heading work including especially rare items and materials in less familiar languages; directing the preparing and filing of L.C. and other cards; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; wide knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least two more languages; demonstrated ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

ASSISTANT CHIEF CATALOG LIBRARIAN
Class C Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian, to assist with the direction of a Class C Catalog Department, i.e., having a staff of 9 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the cataloging and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the catalogs and the cataloging procedure to meet the needs of the institution; handling difficult or important cataloging, classification and subject heading work; supervising recataloging when necessary; making recommendations in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to devise efficient cataloging methods; good knowledge of books; reading knowledge of two or more foreign languages; ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CATALOG LIBRARIAN (REVISER)
Catalog Department

Definition of the Class of Position:

Under direction of the Chief Catalog Librarian, to revise the work of catalog librarians; and to do such other work as may be required.

Examples of Typical Tasks:

Revising cataloging, classification and subject heading work; giving directions and suggestions to members of the cataloging staff and aiding them with their difficult problems; cataloging the more difficult books; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; good knowledge of books; reading knowledge of two or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; alertness; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; scholarliness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

at least that of Professional Grade 3

CATALOG LIBRARIAN (SPECIALIST IN A SUBJECT OR LANGUAGE FIELD)
Catalog Department

Definition of the Class of Position:

Under direction of the Chief Catalog Librarian, to have charge of the cataloging of books and other library materials in a highly specialized subject or an unusual language field; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the catalogs and the cataloging procedure to meet the needs of the special field; handling difficult cataloging, classification and subject heading work in the special field; seeing that the necessary bibliographical tools are available for cataloging work in the special field; keeping well informed on developments in the special field; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments and with specialists on the library staff and on the faculty in order to coordinate the work with that in other fields; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the special field of knowledge; good knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists, especially in the special field; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; good knowledge of books and other sources in the special field; reading knowledge of those foreign languages essential to the field; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; alertness; aptitude for research; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; scholarliness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

CLASSIFICATION LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under direction of the Chief Catalog Librarian, to classify books and other library materials; to revise the classifications assigned by others; and to do such other work as may be required.

Examples of Typical Tasks:

Classifying new acquisitions; revising classifications assigned by others; reclassifying when necessary; developing new class numbers to meet current needs; supervising shelf-list work; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of the various systems of classification; of the procedure and problems of cataloging and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to classification; good knowledge of books; reading knowledge of two or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; scholarliness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

SENIOR CATALOG LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian or other designated authority, to do cataloging of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of more than average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; searching for catalog information; making master cards and adapting L.C. or other cards; supervising and revising the work of junior librarians and library clerks; assisting with the more specialized work in the department; making recommendations in matters of cataloging policy; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; good knowledge of books; reading knowledge of two or more foreign languages; ability to do cataloging of more than average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE CATALOG LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian or other designated authority, to do cataloging of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; searching for catalog information; making master cards and adapting L.C. or other cards; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; knowledge of books; reading knowledge of one or more foreign languages; ability to do cataloging of average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR CATALOG LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian or other designated authority, to do simple cataloging of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Doing simple cataloging of books and other library materials; searching for catalog information; making master cards and adapting L.C. and other cards; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; understanding of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple cataloging; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 1

CIRCULATION LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the work involved in the circulation of books in a library where this work is non-departmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the circulation procedure to meet the needs of the institution; assisting readers in the selection of books and in the use of the card catalog; keeping informed on needs of faculty members and students and acquainting them with available material; handling overdues; handling the work with reserves and interlibrary loans; arranging book displays, bulletin boards and exhibits; supervising the work of book shelving; taking inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of circulation procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; knowledge of books; reading knowledge of one or more foreign languages; skill in the performance of circulation work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to follow instructions; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

CHIEF CIRCULATION LIBRARIAN
Class A Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Circulation Department, i.e., having a staff of 2 to 4 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; supervising the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; supervising the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; knowledge of books; reading knowledge of one or more foreign languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF CIRCULATION LIBRARIAN
Class B Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Circulation Department, i.e., having a staff of 5 to 8 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; supervising the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; supervising the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

CHIEF CIRCULATION LIBRARIAN
Class C Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Circulation Department, i.e., having a staff of 9 to 12 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; directing the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; directing the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of circulation procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

"At least that of Professional Grade 4

CHIEF CIRCULATION LIBRARIAN
Class D Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class D Circulation Department, i.e., having a staff of 13 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; directing the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; directing the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; broad knowledge of circulation procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books; reading knowledge of two or more foreign languages and familiarity with the literature of these languages; demonstrated ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

ASSISTANT CHIEF CIRCULATION LIBRARIAN
Class C Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian, to assist with the direction of a Class C Circulation Department, i.e., having a staff of 9 to 12 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the circulation and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; assisting in directing the work with reserves and interlibrary loans; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of circulation policy; maintaining a manual of circulation routines; keeping essential records and statistics; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

ASSISTANT CHIEF CIRCULATION LIBRARIAN
Class D Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian, to assist with the direction of a Class D Circulation Department, i.e., having a staff of 13 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the circulation and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; assisting in directing the work with reserves and interlibrary loans; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of circulation policy; maintaining a manual of circulation routines; keeping essential records and statistics; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of circulation procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

INTERLIBRARY LOAN LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under direction of the Chief Circulation Librarian or other designated authority, to have charge of interlibrary loans; and to do such other work as may be required.

Examples of Typical Tasks:

Directing interlibrary loan work; preparing and putting into effective use procedures for lending, borrowing and returning interlibrary loan materials; advising with faculty members and students as to their interlibrary loan needs; personally handling difficult situations arising from interlibrary loans; keeping informed of the sources of interlibrary loans; searching union catalogs, bibliographies and indexes; deciding which materials should be lent or requested as loans and which would require photographic reproduction for lending; suggesting purchase of available materials by the library when interlibrary loan seems inadvisable or is impossible; keeping necessary citation files; supervising the sending of date due notices and the collecting of funds to cover carriage and insurance on loans and necessary replacements; making recommendations in matters of circulation policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of interlibrary loan procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to interlibrary loan work; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of books including rare materials; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

RESERVES LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under direction of the Chief Circulation Librarian or other designated authority, to have charge of the work of the Reserves Book Room; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the work for the Reserves Book Room staff and seeing that they are effectively employed; developing the reserves procedures to meet the needs of the institution; advising with students regarding reserves assignments; conferring with faculty members on their reading assignments in order to adapt the work in the Reserves Book Room to the instructional aims of the institution and to serve the students more effectively; personally handling difficult situations and adjusting complaints; supervising the sending of overdue notices and the collecting of fines; directing the checking of reserves lists; displaying for student reference the lists of assigned reading under departments and course numbers; organizing and supervising reserves routines; making recommendations in matters of circulation policy; maintaining a manual of reserves routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reserves work; familiarity with the types of reserves assignments and their educational implications; knowledge of books used for reserves reading; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

SUPERVISING LIBRARIAN OF STACKS
Circulation Department

Definition of the Class of Position:

Under direction of the Chief Circulation Librarian or other designated authority, to have charge of stack work; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the work of the stack clerks and seeing that they are effectively employed; giving them directions and suggestions, aiding them with their difficult problems and revising their work; formulating and administering stack policies, rules and regulations; advising with readers at the stack desk; charging and discharging books at the stack desk; assigning stack carrels; issuing stack permits; directing the work of book shelving and stack maintenance; planning reshelfing and other stack reorganization; supervising the taking of inventory; maintaining a manual of stack routines; keeping statistics; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of circulation procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; alertness; capacity for detail; cooperativeness; good judgment; initiative; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

SENIOR CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do circulation work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; arranging book displays, bulletin boards and exhibits; giving book talks; compiling lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; assisting with the more specialized work in the department; making recommendations in matters of circulation policy; supervising and revising the work of junior librarians and library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to do circulation work of more than average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates, and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do circulation work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; assisting in the preparation of reading lists; assisting with the technical work of the department; helping, when necessary, with circulation routines, such as handling overdues and reserves, charging and discharging books and taking inventory; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; ability to do circulation work of average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do simple circulation work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; assisting with the technical work of the department; helping, when necessary, with circulation routines, such as handling overdues and reserves, charging and discharging books and taking inventory; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of circulation procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple circulation work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; resourcefulness; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

ORDER LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the order work in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the order procedure to meet the needs of the institution; ordering books and other printed materials; obtaining order data from bibliographical tools; handling orders and shipments; supervising or handling processing details; interviewing publishers' representatives; handling the acquisition and disposition of gifts; checking bibliographies, auction and second-hand catalogs; accessioning books; ordering L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; maintaining a manual of order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of order procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of one or more foreign languages; skill in the performance of order work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; ability to organize work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF ORDER LIBRARIAN
Class A Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Order Department, i.e., having a staff of 2 to 4 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the order and related work for the members of the Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; ordering books and other printed materials; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; organizing and directing the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; supervising bibliographic searching; supervising accessioning; supervising the ordering of L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; maintaining a manual of order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of order procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages; ability to organize and direct an Order Department; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and

supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

CHIEF ORDER LIBRARIAN
Class B Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Order Department, i.e., having a staff of 5 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the order and related work for the members of the Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; ordering books and other printed materials; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades—foreign book agents, book jobbers, private owners and auction houses; organizing and directing the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; supervising bibliographic searching; supervising accessioning; supervising the ordering of L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; maintaining a manual of order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of order procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages and sufficient familiarity with at least one more to make effective use of national bibliographies; ability to organize and direct an Order Department; understanding of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness;

resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

GIFTS AND EXCHANGES LIBRARIAN
Order Department

Definition of the Class of Position:

Under direction of the Chief Order Librarian, to have charge of the handling of gifts and exchanges; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work of gifts and exchanges; checking in gifts and exchanges; building want lists; building lists of duplicates; claiming missing numbers of exchanges; arranging new exchanges; making recommendations in matters of order policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence relating to exchanges; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of gifts and exchanges procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to gifts and exchanges work; good knowledge of books; reading knowledge of two or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; self-confidence; systematic methods of work; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

SENIOR ORDER LIBRARIAN
Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian or other designated authority, to do order work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling the more difficult or important order matters; ordering books and other printed materials; handling gifts, exchanges and continuations; searching for out-of-print items; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; handling correspondence; supervising and revising the work of junior librarians and library clerks; assisting with the more specialized work in the department; making recommendations in matters of order policy; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of order procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages; ability to do order work of more than average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE ORDER LIBRARIAN
Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian or other designated authority, to do order work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling order work of average difficulty; ordering books and other printed materials; handling gifts, exchanges and continuations; claiming missing issues of periodicals; searching for out-of-print items; reading and appraising books and other materials and making recommendations for their acquisition; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of order procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; knowledge of books; reading knowledge of one or more foreign languages; ability to do order work of average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR ORDER LIBRARIAN
Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian or other designated authority, to do simple order work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling simple order items; searching records for books requested; searching for bibliographical information on current books; ordering L.C. and other cards; claiming missing issues of periodicals; reading and appraising books and other materials and making recommendations for their acquisition; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of order procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple order work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 1

REFERENCE LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the reference work in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Giving reference service to students and faculty; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; giving or supervising instruction in the use of the library; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of reference procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; skill in the performance of reference work; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to follow instructions; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF REFERENCE LIBRARIAN
Class A Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Reference Department, i.e., having a staff of 2 to 3 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of reference procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books and other reference materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and

people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF REFERENCE LIBRARIAN
Class B Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Reference Department, i.e., having a staff of 4 to 5 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of reference procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books and other reference materials; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to

size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade I

CHIEF REFERENCE LIBRARIAN
Class C Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Reference Department, i.e., having a staff of 6 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; wide knowledge of reference procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and other reference materials; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative, intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to

size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

ASSISTANT CHIEF REFERENCE LIBRARIAN
Class C Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian, to assist with the direction of a Class C Reference Department, i.e., having a staff of 6 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the reference and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library; assisting in directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of reference policy; maintaining a manual of reference routines; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of reference procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books and other reference materials; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

ARCHIVIST
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of non-current college records, off-campus public records not provided for in the documents collection, manuscript material of local interest and faculty and alumni publications; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; acquiring and preparing material suitable for the college archives; carrying on bibliographic and research projects; handling gifts and exchanges; answering reference questions; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include training in historiography; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to work with archives; good knowledge of books, materials and subject matter covered by the collection; sufficient foreign language background to be able to interpret collection; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DOCUMENTS LIBRARIAN
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of government publications; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; selecting and acquiring government publications; assisting in classification and cataloging of documents; checking government document indexes and bibliographies; answering reference questions involving government publications; making recommendations in matters of reference policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence relating to documents; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include special preparation in government publications; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to documents work; good knowledge of books and other sources in the special field; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

SENIOR REFERENCE LIBRARIAN
Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian or other designated authority, to do reference work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling the more difficult or important reference matters, especially for faculty or graduate students; reading and appraising books and other materials and making recommendations for their acquisition; giving instruction in the use of the library; supervising the work of the reference, bibliography, documents and periodicals reading rooms and any other rooms under the jurisdiction of the Reference Department; compiling indexes, lists and bibliographies; assisting with the more specialized work in the department; making recommendations in matters of reference policy; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of reference procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; good knowledge of books and other reference materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to do reference work of more than average difficulty; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE REFERENCE LIBRARIAN
Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian or other designated authority, to do reference work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling reference matters of average difficulty; giving instruction in the use of the library; working in the reference, bibliography, documents and periodicals reading rooms and any other rooms under the jurisdiction of the Reference Department; compiling indexes, lists and bibliographies; assisting with the technical work in the department; keeping essential records and statistics; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of reference procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; ability to do reference work of average difficulty; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR REFERENCE LIBRARIAN
Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian or other designated authority, to do simple reference work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling simple reference matters; assisting in the work of the reference, bibliography, documents and periodicals rooms and any other rooms under the jurisdiction of the Reference Department; assisting in compiling indexes, lists and bibliographies; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of reference procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; understanding of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; ability to do simple reference work; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

AUDIO-VISUAL LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of the acquisition, organization and dissemination of audio-visual aids and equipment; and to do such other work as may be required.

Examples of Typical Tasks:

Planning the materials and equipment to be purchased or rented, in conference with the teachers; making community contacts; attending teachers meetings; keeping informed on needs of faculty members and students and acquainting them with available material; organizing the materials for efficient and effective use; planning a distribution system which will enable teachers to have equipment and materials at specified hours; keeping equipment in good condition and performing minor repairing; checking audio-visual lists for desirable items; reporting desirable radio programs; assisting in planning film strips, slides, recordings for instructional use; taking inventory; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of audio-visual equipment and materials; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

BROWSING ROOM LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of a browsing room; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work of the Browsing Room; making community contacts; helping readers to find books they will enjoy reading; personally handling difficult situations with the faculty and students and adjusting complaints; organizing and conducting book discussion groups; giving book talks; studying the reading interests of groups within the institution; keeping well informed on campus and general events; charging and discharging books and handling waiting lists; supervising the work of book shelving and stack maintenance; taking inventory; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; wide knowledge of good books and an enthusiastic desire to encourage the reading of them; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DEPARTMENTAL LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of a departmental library when the collection is housed inside or outside the central library building; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the subject field; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of books and other sources in the special field; such foreign language background as is required for the interpretation of the collection; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DORMITORY LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of libraries in the dormitories; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work for the dormitory libraries; personally handling difficult situations with students and adjusting complaints; maintaining collections of books in the dormitories and residence halls; changing these collections to provide for the reading interests of students; preparing reading lists; organizing and conducting book discussion groups; giving book talks; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; knowledge of good books and a desire to encourage the reading of them; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

INSTRUCTOR IN THE USE OF THE LIBRARY

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to teach the use of the library to students; and to do such other work as may be required.

Examples of Typical Tasks:

Giving class instruction in the use of the library to freshmen and other classes; making preparation for these classes; developing course outlines; grading papers and keeping student records; conferring with students; giving more informal instruction as part of English, social science or other classes; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in education and psychology; teaching experience; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in young people; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

LIBRARIAN IN CHARGE OF EXHIBITIONS AND PUBLICITY

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of publicity and exhibits for the library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; keeping well informed on campus and general events; preparing news items about the library to be printed in the campus and city papers; editing library publications; preparing handbooks, booklets or guides to the library's resources; arranging exhibits inside or outside the library which will further the educational program of the library; borrowing loan exhibits to be shown in the library; arranging for programs to be broadcast over the radio; giving talks about the library's resources; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of the principles and practices of exhibit and publicity procedure; knowledge of rare books and exhibit material; reading knowledge of one or more foreign languages; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

LIBRARIAN OF SPECIAL COLLECTIONS

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of special collections; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; enlarging the collection by purchase and exchange of books; answering reference questions; compiling indexes, lists and bibliographies; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the fields covered by the collections; familiarity with modern library organization, procedure, policy, aims and service; knowledge of books and other materials in the field of the collections concerned; such foreign language background as is required for the interpretation of the collections; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; good memory; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

LIBRARY SCIENCE LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian and the Director of the Library School, to administer library service for the library school; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the library school; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; organizing practice and library science collections; answering reference questions; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of library literature and of the materials and subject matter included in the library school collection; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

MATERIALS LABORATORY LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of a materials laboratory, including children's literature, texts, courses of study, materials bureau and other educational material needed for teacher training; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work of a materials laboratory; developing the procedure and material to meet the needs of teachers in training; attending teachers meetings; conferring with the heads of elementary, secondary and higher education departments in order to coordinate the work in instruction and research in those fields; keeping well informed on developments, especially in education and in the materials of education; compiling lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include specialization in education and psychology; working knowledge of reference procedure and problems; familiarity with modern library organization, procedure, policy, aims and service, particularly as they relate to problems in education; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of the literature of education and related fields and a knowledge of all reference materials; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

MICROPHOTOGRAPHIC LIBRARIAN**Definition of the Class of Position:**

Under direction of the Chief Librarian or other designated authority, to have charge of the acquisition, organization and dissemination of microfilm and equipment; to have charge of other photographic processes; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; filming books, manuscripts and other materials; making photostats and lantern slides; servicing and distributing films and other material; caring for and inspecting reading machines; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; knowledge of equipment involved in microphotography; acquaintance with mechanics of microfilming and equipment; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

RARE BOOKS LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to develop, preserve and interpret the rare book collection; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; selecting and acquiring rare books; cataloging and classifying them; caring for their preservation; arranging exhibits; giving lectures and talks on rare books; answering reference questions; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in paleography, incunabula and rare books; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; such foreign language background as is required for the interpretation of the collection; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; awareness of community; good judgment; good memory; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

READERS' ADVISER

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to guide and stimulate reading by students and other members of the community; and to do such other work as may be required.

Examples of Typical Tasks:

Acting as consultant for individual readers and assisting them to find the books and other materials most suited to their reading interests and needs; organizing and conducting book discussion groups; preparing reading courses and programs; investigating the reading needs of study groups; keeping well informed on campus and general events; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books and other reference materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; skill in reading guidance; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; good memory; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

TRAINING SCHOOL LIBRARIAN
Elementary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the elementary training school library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; conducting story hours in cooperation with teachers; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in elementary education and the psychology of elementary school subjects; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, elementary school curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in children; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Joint Elementary and Secondary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the training school library or libraries; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school or schools; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; conducting story hours in cooperation with teachers; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in education and psychology; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in children and young people; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Secondary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the secondary training school library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in secondary education and adolescent psychology; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, secondary school curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in young people; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

ASSISTANT TO THE CHIEF LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the general administration of the library; and to do such other work as may be required.

Examples of Typical Tasks:

Preparing and analyzing reports, statistics, records, graphs and charts; handling general correspondence and assembling material for difficult correspondence; interviewing visitors, salesmen and others; seeing that the library quarters are kept in good condition; assisting in preparing budgets and annual reports; seeing that essential records and statistics are kept; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of business methods and statistics; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Capacity for detail; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

SENIOR LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do library work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; handling interlibrary loans; doing bibliographical searching; compiling indexes, lists and bibliographies; answering reference questions; cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of more than average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; reading and appraising books and other materials and making recommendations for their acquisition; assisting with more specialized work; supervising and revising the work of junior librarians and library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of order, reference, circulation, cataloging and classification procedures and problems; working knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; orderliness; poise; resourcefulness; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do library work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; handling interlibrary loans; doing bibliographical searching; compiling indexes, lists and bibliographies; answering reference questions; cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; handling gifts, exchanges and continuations; keeping essential records and statistics; assisting with more specialized work; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of order, reference, circulation, cataloging and classification procedures and problems; knowledge of modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; initiative; orderliness; poise; resourcefulness; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do simple library work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; preparing reading lists; doing simple cataloging of books and other library materials; answering reference questions; helping, when necessary, with library routines at the circulation desk, in the catalog or reference departments, or at other points; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of order, reference, circulation, cataloging and classification procedures and problems; understanding of modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; acquaintance with the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

HEAD CATALOG LIBRARY CLERK
Catalog Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Catalog Department, to perform the most difficult clerical work or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; typing complex cards from copy supplied; shelf-listing; filing or supervising filing; changing records for items added or withdrawn; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

SENIOR CATALOG LIBRARY CLERK
Catalog Department

Definition of the Class of Position:

Under supervision of the Head Catalog Library Clerk or other designated authority, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Typing and adapting L.C. or other cards from copy supplied; withdrawing cards from catalog and shelf list; filing under supervision; tentatively indicating book numbers; distributing L.C. and other cards received on order; shelf-listing; changing records for items added or withdrawn; operating mimeograph and other duplicating machines; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR CATALOG LIBRARY CLERK
Catalog Department

Definition of the Class of Position:

Under immediate supervision of the Head Catalog Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Marking books, bookplating and doing other processing; arranging cards for filing; filing under supervision; operating mimeograph or other duplicating machines; typing simple forms; typing simple records; typing book cards; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1.

HEAD CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Circulation Department, to perform the most difficult clerical work or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; taking inventory; checking the instructors' lists with shelves; charging and discharging books; sorting, filing and counting book cards; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

SENIOR CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under supervision of the Head Circulation Library Clerk or other designated authority, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging and discharging books; sorting, filing and counting book cards; revising book shelves; typing overdue notices; handling records for reserve books; taking inventory; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under immediate supervision of the Head Circulation Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Getting books from the shelves; sorting and shelving books; searching for misplaced books; straightening shelves; charging and discharging books; sorting and stamping cards; collecting and preparing books for reserves shelves; taking books off reserves; taking inventory; clearing tables and keeping rooms in order; typing simple forms; typing simple records; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

SENIOR ORDER LIBRARY CLERK
Order Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Order Department, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Typing order cards and orders; acknowledging and checking gifts and exchanges; accessioning books; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR ORDER LIBRARY CLERK
Order Department

Definition of the Class of Position:

Under immediate supervision of a member of the professional staff of the Order Department; to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Unpacking, arranging and shelving books, periodicals, documents and other materials received by the Order Department; arranging and filing order cards; shelving catalogs and other bibliographical tools in the Order Department; typing simple forms; typing simple records; typing form letters for claims, gifts or exchanges; marking books, bookplating and doing other processing; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; capacity for detail; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

SENIOR REFERENCE LIBRARY CLERK
Reference Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Reference Department, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging, discharging and shelving books, periodicals, documents and other materials; typing bibliographies, reports and memoranda; filing material in catalogs or vertical files; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

Minimum Library Salary Standards for 1948

Adopted by the Council of the American Library Association Jan. 31, 1948

Minimum Library Salary Standards for 1948

Adopted by the Council of the American Library Association Jan. 31, 1948

The A.L.A. Board on Personnel Administration, in full awareness of the legal and financial limitations on funds for library support, yet with growing concern over the general failure of library salaries to keep up with increased living costs, recommends the following *minimum* standards as a basis for adjusting library salaries in 1948.¹ The board urges all libraries to take immediate steps to develop pay plans incorporating *at least* the recommended minimum cost-of-living-adjusted salary for each grade of position² represented on its staff. Libraries with incomes above the minimum required to support limited service will have to exceed the recommended minimum cost-of-living-adjusted salary for each grade in order to maintain service standards at a level adequate to meet the needs of the clientele. Those libraries which have not reached the minimum standard for income will need to obtain increased support to attain the minimum salary levels.

Specific Recommendations

1. The minimum annual beginning salary for the lowest professional level library position should be not less than \$2800.

This figure of \$2800 is founded on the A.L.A.'s previously adopted basic minimum entering salary of \$2100 (established in relation to the 1935-39 average "Cost-of-Living Index") *plus a 33% per cent cost-of-living adjustment*. This recommended adjustment is considered modest in view of the fact that the "Cost-of-Living Index" has actually risen more than 60 per cent above the 1935-39 average and is continuing to rise rapidly.

2. The minimum entering salaries for subprofessional, clerical, and other classes of library employees should be at least equal to the average prevailing entering rates for similar positions in government, in business, in industry, or in other institutions in the same community or economic region. In no case should the minimum entering salary be less than \$2160 for subprofessional positions or \$1800 for beginning clerical positions.

These figures represent the A.L.A.'s previously adopted minimum basic salaries for entering subprofessional and clerical positions respectively *plus a 33% per cent cost-of-living adjustment*.

3. The minimum entering salaries for all other grades of positions in the professional, subprofessional, and clerical services in libraries should be

¹ Owing to the unprecedeted rise in prices of goods and services now taking place, this statement cannot be considered either permanent or final. It supersedes previous statements the A.L.A. Board on Personnel Administration has made on salaries, and constitutes its recommendations for libraries at the beginning of 1948.

² For detailed definitions and class specifications for the various grades of professional and other library positions referred to in this statement see the A.L.A.'s publications, *Classification and Pay Plans for Municipal Public Libraries* and *Classification and Pay Plans for Libraries in Institutions of Higher Education*.

not less than the basic rates already adopted by the A.L.A. Council, plus cost-of-living adjustments computed on the following basis.³

Entering Step of Basic Rate	Increase Added to Establish Step 1 of the C.O.L.A. Schedule
Less than \$3000	33½%
\$3000 to \$4499	30 %
\$4500 to \$6499	25 %
\$6500 to \$8499	20 %
More than \$8500	15 %

- 4. The minimum annual income necessary to provide a local public library with sufficient funds to render service of high quality in 1948 is \$3.00 per capita.**

An income of \$2.25 per capita is needed to render reasonably good service, whereas \$1.50 per capita may permit limited, though inadequate service. Local public libraries with responsibility for operating school libraries will require more than this minimum standard to render adequate service. Those which give county-wide service will require the minimum per capita standard for the entire population served.

- 5. Public libraries rendering the limited service that is possible with \$1.50 per capita support should devote at least 65 per cent of their total budget to salaries, exclusive of maintenance service, and 17.5 per cent to books, periodicals, and binding.**

In order to attract and retain well qualified personnel, libraries with a higher per capita rate of support may have to allocate a still higher percentage of their total budgets to salaries.

- 6. The minimum annual expenditures for salaries, books, periodicals, and binding in libraries in institutions of higher education, figured in terms of library service unit load,⁴ should be not less than:**

University libraries

First 2000 units—salaries \$16 and books \$9 per unit
Second 2000 units—salaries \$8 and books \$7 per unit
Remaining units—salaries \$8 and books \$4 per unit

Degree-conferring four-year institution libraries

First 2000 units—salaries \$13 and books \$8 per unit
Remaining units—salaries \$8 and books \$5 per unit

Non-degree-conferring institution libraries

First 1000 units—salaries \$11 and books \$7 per unit
Second 1000 units—salaries \$9 and books \$3 per unit
Remaining units—salaries \$6 and books \$1 per unit

- 7. School librarians and professional assistants in school libraries should be on the same salary schedule effective for teachers with equal training and**

³ See attached "Revised Minimum Salary Schedules" for specific basic and cost-of-living-adjusted salary ranges recommended for each grade in the professional, subprofessional and clerical library service.

⁴ The library service unit load for institutions of higher education is determined by counting each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units, and each faculty member as 5 units.

experience, but the compensation paid should be not less than the minimum salary herein recommended for the lowest grade of professional library position. The minimum annual expenditure for books should be \$1.50 per pupil.

Revised Minimum Salary Schedules

Showing Base Rates and Cost-of-Living-Adjusted Schedules
Recommended by the A.L.A. Board on Personnel Administration, January 1948

Grade	Base Rates ² Permanent Pay Scale		C.O.L.A. Schedule Rates Recommended for 1948		Per Cent Increase over Base Rate	Number	Within-grade Increments	
	Minimum Step 1	Maximum Step 5	Minimum Step 1	Maximum Step 5			Monthly Amount	Annual Amount
Professional Service								
1	\$ 2100	\$ 2580	\$ 2800	\$ 3280	33½	4	\$10.00	\$120
2	2460	3060	3280	3880	33½	4	12.50	150
3	2910	3630	3880	4600	33½	4	15.00	180
4	3450	4290	4485	5325	30	4	17.50	210
5	4080	5040	5304	6264	30	4	20.00	240
6	4800	6000	6000	7200	25	4	25.00	300
7	5700	7380	7125	8565	25	4	35.00	360
8	6960	9300	8352	10752	20	4	50.00	600
9	8760	11880	10074	13194	15	4	65.00	780
10	11100	14700	12765	16365	15	4	75.00	900
Subprofessional Service								
1	1620	1860	2160	2400	33½	4	5.00	60
2	1800	2040	2400	2640	33½	4	5.00	60
Clerical Service								
1	1350	1470 ²	1800	1920 ²	33½	2	5.00	60
2	1470	1590 ²	1960	2080 ²	33½	2	5.00	60
3	1650	1890	2220	2460	33½	4	5.00	60
4	1830	2070	2440	2680	33½	4	5.00	60
5	2010	2490	2680	3160	33½	4	10.00	120
6	2370	2850	3160	3640	33½	4	10.00	120

¹ These rates, geared to a "Cost-of-Living Index" of 100 (1935-39 average), were adopted by the A.L.A. Council on June 21, 1946, as the "Revised Minimum Salary Schedules for Classification and Pay Plans for Municipal Public Libraries and Classification and Pay Plans for Libraries in Institutions of Higher Education."

² The first two clerical grades were originally established as 3-step rather than 5-step ranges. This pattern has been retained in the C.O.L.A. Schedule.

Explanatory Notes

1. Any library which has not yet established basic plus cost-of-living-adjusted graded salary schedules should arrange to develop and adopt such a plan at an early date. This plan should include both a basic or permanent salary schedule, geared to a \$2100 salary as its absolute minimum basic lowest grade professional rate and at least \$2800 as the actual minimum salary now being paid for such positions. For all library positions above the beginning or entering level, salary standards including

JUNIOR REFERENCE LIBRARY CLERK
Reference Department

Definition of the Class of Position:

Under immediate supervision of a member of the professional staff of the Reference Department, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Shelving books, periodicals, documents and other materials; arranging material to be filed in catalogs or vertical files; filing under supervision; typing simple forms; typing simple records; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

SECRETARY

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to perform secretarial work; and to do such other work as may be required.

Examples of Typical Tasks:

Taking dictation and transcribing letters and memoranda; preparing reports; compiling statistics; interviewing visitors, salesmen and others; assisting in preparing budgets and annual reports; assisting in keeping all records needed in the administrative office.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

STENOGRAPHER

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to perform stenographic, typing and clerical work; and to do such other work as may be required.

Examples of Typical Tasks:

Taking dictation and transcribing letters, reports and memoranda; performing typing work of all kinds, including statistical records, reports and bibliographies.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; tact; ability to take dictation; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

HEAD LIBRARY CLERK

Definition of the Class of Position:

Under supervision of a member of the professional staff, to perform the most difficult clerical work in the library or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; taking inventory; charging and discharging books; performing office tasks requiring bookkeeping or other business training; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

SENIOR LIBRARY CLERK

Definition of the Class of Position:

Under supervision of a Head Library Clerk or other designated authority; to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging and discharging books; typing overdue notices; handling records for reserves; typing and adapting L.C. or other cards from copy supplied; filing under supervision; collating and preparing periodicals for binding; acknowledging and checking gifts and exchanges; listing duplicates for exchange; checking periodicals; accessioning books; typing bibliographies, reports and memoranda; filling orders for supplies; taking inventory; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR LIBRARY CLERK

Definition of the Class of Position:

Under immediate supervision of a Head Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Getting books from the shelves; sorting and shelving books; charging and discharging books; cutting leaves of new books; clearing tables and keeping rooms in order; mending books; filing book cards; arranging and filing order cards; arranging material to be filed in catalogs or vertical files; marking books, bookplating and doing other processing; taking inventory; operating mimeograph or other duplicating machines; typing simple forms; typing simple records; typing book cards; distributing mail, books and supplies among library departments; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

STANDARDS OF EDUCATION, EXPERIENCE AND PAY FOR PERSONNEL GRADES

Clerical Service

Grade 1 Clerical Service

Typical positions in this grade

- Junior Catalog Library Clerk - Catalog Department (see p. 90)
- Junior Circulation Library Clerk - Circulation Department (see p. 93)
- Junior Library Clerk (see p. 102)
- Junior Order Library Clerk - Order Department (see p. 95)
- Junior Reference Library Clerk - Reference Department (see p. 97)

Minimum salary schedule

At least that of Clerical Grade 1

Minimum qualifications

Graduation from an accredited high school; or
Equivalent qualifications

Grade 2 Clerical Service

Typical positions in this grade

- Senior Catalog Library Clerk - Catalog Department (see p. 89)
- Senior Circulation Library Clerk - Circulation Department (see p. 92)
- Senior Library Clerk (see p. 101)
- Senior Order Library Clerk - Order Department (see p. 94)
- Senior Reference Library Clerk - Reference Department (see p. 96)
- Stenographer (see p. 99)

Minimum salary schedule

At least that of Clerical Grade 2

Minimum qualifications

Completion of two years of education in a college or university approved by an accrediting association of more than state-wide standing; or

Graduation from an accredited high school and not less than four years of appropriate experience in a library of recognized standing all of which have been in Clerical Grade 1, plus evidence of proficiency in typing or other clerical duties; or

Equivalent qualifications

Grade 3 Clerical Service

Typical positions in this grade

Head Catalog Library Clerk - Catalog Department (see p. 38)
Head Circulation Library Clerk - Circulation Department (see p. 91)
Head Library Clerk (see p. 100)
Secretary (see p. 93)

Minimum salary schedule

At least that of Clerical Grade 3

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing; or

Completion of two years of education in a college or university approved by an accrediting association of more than state-wide standing and not less than four years of appropriate experience in a library of recognized standing all of which have been in Clerical Grade 2, plus evidence of proficiency in typing or other clerical duties; or

Graduation from an accredited high school and not less than eight years of appropriate experience in a library of recognized standing four of which have been in Clerical Grade 2, plus evidence of proficiency in typing or other clerical duties; or

Equivalent qualifications

Professional ServiceGrade 1 Professional Service

Typical positions in this grade

- Circulation Librarian (see p. 34)
- Junior Catalog Librarian - Catalog Department (see p. 33)
- Junior Circulation Librarian - Circulation Department (see p. 46)
- Junior Librarian (see p. 37)
- Junior Order Librarian - Order Department (see p. 55)
- Junior Reference Librarian - Reference Department (see p. 63)
- Supervising Librarian of Stacks - Circulation Department (see p. 43)

Minimum salary schedule

At least that of Professional Grade 1

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A.; or

Equivalent qualifications

Grade 2 Professional Service

Typical positions in this grade

- Audio-visual Librarian (see p. 69)
- Catalog Librarian (see p. 23)
- Chief Circulation Librarian - Class A Circulation Department (see p. 35)
- Dormitory Librarian (see p. 72)
- Interlibrary Loan Librarian - Circulation Department (see p. 41)
- Intermediate Catalog Librarian - Catalog Department (see p. 32)
- Intermediate Circulation Librarian - Circulation Department (see p. 45)
- Intermediate Librarian (see p. 86)
- Intermediate Order Librarian - Order Department (see p. 54)
- Intermediate Reference Librarian - Reference Department (see p. 67)
- Librarian in charge of Exhibitions and Publicity (see p. 74)
- Library Science Librarian (see p. 76)
- Materials Laboratory Librarian (see p. 77)
- Microphotography Librarian (see p. 78)
- Order Librarian (see p. 47)
- Reference Librarian (see p. 56)
- Reserves Librarian - Circulation Department (see p. 42)
- Training School Librarian - Elementary School Library (see p. 81)
- Training School Librarian - Joint Elementary and Secondary School Library (see p. 82)
- Training School Librarian - Secondary School Library (see p. 33)

Minimum salary schedule

At least that of Professional Grade 2

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A.; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A. and not less than two years of appropriate professional experience in a library of recognized standing in Professional Grade 1; or

Equivalent qualificationsGrade 3 Professional ServiceTypical positions in this grade

Archivist - Reference Department (see p. 64)

Assistant Chief Circulation Librarian - Class C Circulation Department (see p. 39)

Assistant to the Chief Librarian (see p. 34)

Browsing Room Librarian (see p. 70)

Catalog Librarian (Reviser) - Catalog Department (see p. 28)

Catalog Librarian (Specialist in a Subject or Language Field) - Catalog Department (see p. 29)

Chief Catalog Librarian - Class A Catalog Department (see p. 24)

Chief Circulation Librarian - Class B Circulation Department (see p. 36)

Chief Order Librarian - Class A Order Department (see pp. 48-49)

Chief Reference Librarian - Class A Reference Department (see pp. 57-58)

Classification Librarian - Catalog Department (see p. 30)

Departmental Librarian (see p. 71)

Documents Librarian - Reference Department (see p. 65)

Gifts and Exchanges Librarian - Order Department (see p. 52)

Instructor in the Use of the Library (see p. 73)

Librarian of Special Collections (see p. 75)

Rare Books Librarian (see p. 79)

Readers' Adviser (see p. 80)

Senior Catalog Librarian - Catalog Department (see p. 31)

Senior Circulation Librarian - Circulation Department (see p. 44)

Senior Librarian (see p. 85)

Senior Order Librarian - Order Department (see p. 53)

Senior Reference Librarian - Reference Department (see p. 66)

Minimum salary schedule

At least that of Professional Grade 3.

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 2; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A., and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 2; or

Equivalent qualifications

Grade 4 Professional Service

Typical positions in this grade

Assistant Chief Catalog Librarian - Class C Catalog Department (see p. 27)

Assistant Chief Circulation Librarian - Class D Circulation Department
(see p. 40)

Assistant Chief Reference Librarian - Class C Reference Department
(see p. 63)

Chief Catalog Librarian - Class B Catalog Department (see p. 25)

Chief Circulation Librarian - Class C Circulation Department (see p. 37)

Chief Librarian (or Director) - Class 1 Libraries (see p. 15)

Chief Order Librarian - Class B Order Department (see pp. 50-51)

Chief Reference Librarian - Class B Reference Department (see pp. 59-60)

Minimum salary schedule

At least that of Professional Grade 4

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A., and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 5 Professional Service

Typical positions in this grade

Chief Catalog Librarian - Class C Catalog Department (see p. 26)

Chief Circulation Librarian - Class D Circulation Department (see p. 38)

Chief Librarian (or Director) - Class 2 Libraries (see p. 16)

Chief Reference Librarian - Class C Reference Department (see pp. 61-62)

Minimum salary schedule

At least that of Professional Grade 5

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 6 Professional Service

Typical positions in this grade

Associate (or Assistant) Chief Librarian - Class 5 Libraries (see p. 21)
Chief Librarian (or Director) - Class 3 Libraries (see p. 17)

Minimum salary schedule

At least that of Professional Grade 6

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than eight years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 7 Professional Service

Typical positions in this grade

Associate (or Assistant) Chief Librarian - Class 6 Libraries (see p. 22)
Chief Librarian (or Director) - Class 4 Libraries (see p. 18)

Minimum salary schedule

At least that of Professional Grade 7

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 109-10), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

Grade 8 Professional Service

Typical positions in this grade

Chief Librarian (or Director) - Class 5 Libraries (see p. 19)

Minimum salary schedule

At least that of Professional Grade 8

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 109-10), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

Grade 9 Professional Service

Typical positions in this grade

Chief Librarian (or Director) - Class 6 Libraries (see p. 20)

Minimum salary schedule

At least that of Professional Grade 9

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 109-10), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

ACCREDITED LIBRARY SCHOOLS

The Board of Education for Librarianship has classified and accredited the following library schools under the Minimum Requirements for Library Schools adopted by the Council in October 1935.

New York State College for Teachers, Department of Librarianship, Albany
Atlanta University, School of Library Service, Atlanta, Ga.
University of California, School of Librarianship, Berkeley
Catholic University of America, Department of Library Science, Washington, D. C.
University of Chicago, Graduate Library School, Chicago, Ill.
Columbia University, School of Library Service, New York, N. Y.
Texas State College for Women, Department of Library Science, Denton
University of Denver, College of Librarianship, Denver, Colo.
Drexel Institute of Technology, School of Library Science, Philadelphia, Pa.
Emory University, Library School, Emory University, Ga.
Kansas State Teachers College of Emporia, Library School
New York State Teachers College, Department of Library Education, Geneseo
University of Illinois, Library School, Urbana
University of Kentucky, Department of Library Science, Lexington
Louisiana State University, Library School, University Station, Baton Rouge
McGill University, Library School, Montreal, Que.
Marywood College, Department of Librarianship, Scranton, Pa.
University of Michigan, Department of Library Science, Ann Arbor
University of Minnesota, Division of Library Instruction, Minneapolis
New Jersey College for Women, Library School, New Brunswick
University of North Carolina, School of Library Science, Chapel Hill
University of Oklahoma, School of Library Science, Norman
Our Lady of the Lake College, Department of Library Science, San Antonio, Tex.
George Peabody College for Teachers, Library School, Nashville, Tenn.
Carnegie Institute of Technology, Carnegie Library School, Pittsburgh, Pa.
Pratt Institute, Library School, Brooklyn, N. Y.
Rosary College, Department of Library Science, River Forest, Ill.
College of St. Catherine, Library School, St. Paul, Minn.
Simmons College, School of Library Science, Boston, Mass.
University of Southern California, Graduate School of Library Science, Los Angeles
Syracuse University, School of Library Science, Syracuse, N. Y.
University of Toronto, Ontario College of Education, Library School, Toronto, Ont.
University of Washington, School of Librarianship, Seattle
Western Reserve University, School of Library Science, Cleveland, Ohio
College of William and Mary, Department of Library Science, Williamsburg, Va.
University of Wisconsin, Library School, Madison

ACCREDITED LIBRARY SCHOOLS NO LONGER IN EXISTENCE

New York State Library School, Albany (Merged with Columbia University, School of Library Service)
Carnegie Library of Atlanta, Library School, Atlanta, Ga. (Transferred to Emory University and continued as Emory University Library School)
North Carolina College for Women, Department of Library Science, Greensboro (Discontinued)
Hampton Institute, Library School, Hampton, Va. (Discontinued)
Los Angeles Library School, Los Angeles, Calif. (Discontinued)
New York Public Library, Library School, New York, N. Y. (Merged with Columbia University, School of Library Service)
St. Louis Library School, St. Louis, Mo. (Suspended)

Appendix B
FORM AND INSTRUCTION SHEET USED FOR JOB ANALYSIS

PLEASE READ ALL INSTRUCTIONS CAREFULLY BEFORE STARTING TO FILL IN THE FORM
GENERAL INSTRUCTION

1. The form, when filled in completely, records the tasks performed by a specific individual for a two-week period, preferably during the third and fifth weeks of the fall quarter or semester if these are normal weeks.
2. Forms are to be filled in only by staff members in the professional, subprofessional and clerical services. All persons in these services, whether working full time or part time, etc to be included. Professional positions manned by the professional staff usually fall into three groupings: executive, bibliographical and those requiring contact with the student body and faculty. Thus, a knowledge of library work as taught in a library school is considered essential. In rare instances a position in the professional service may be held by a person who does not have this basic requirement but who does have unusual knowledge or specialization in some subject or language field.
3. Subprofessional positions, while primarily routine in character, require an elementary knowledge of library techniques such as that obtained in a summer session or training class.
4. Clerical positions manned by those in the clerical service are similar to clerical positions in other departments of the university or college, in business or in government offices. The incumbent is not required to have any knowledge of Library work to hold a position in this service.
5. Include in the clerical service students paid on a monthly or other than hourly rate who are working as many hours as full-time staff members work. Omit students working less than full time and paid on an hourly basis.
6. If certain tasks are performed entirely or almost entirely by student assistants paid by the library who, as individuals, work less than full time, fill out a duplicate form indicating the tasks performed. Label this form "Student Assistants". Do not estimate the time spent on the tasks in quarter hours; merely indicate the number of clock hours of such part-time student help for the two-week period.
7. A form in duplicate, similar to that for student assistants, should be furnished for help such as that secured from NYA, WPA, etc. Assistants". Check the tasks performed. Do not estimate the time spent on the tasks in quarter hours; merely indicate the number of clock hours of such part-time help for the two-week period.
8. Fill in all forms in duplicate; one set is to be forwarded by the library on or before November 1, 1939, to the subcommittee member designated in our letter of September 29, or an explanation is to be sent by that date indicating when the project will be completed; the second set is to be retained by the library for its own use.

SPECIFIC INSTRUCTIONS FOR INDIVIDUAL STAFF MEMBERS

1. Look for the description of the task performed under the most likely of the following headings: I - Administration and Public Relations; II - Selection and Acquisitions; III - Preparation; IV - Circulation; V - Reference; VI - Instruction; VII - Physical Upkeep and Miscellaneous Items. The list of tasks has been classified according to function and not according to departmental organization. Therefore, a reference librarian who is responsible for exhibits should check I 27; who selects the reference books for the department should check II 33; who gives class instruction in the use of the library should check VI 100; etc. This placement should be followed by all whether working in the main library, a departmental or other library.
2. Each day record all of the tasks which you have performed in the column supplied for that day opposite the task performed, whether you are employed in the main library or are connected with a school or college, a departmental, seminar, branch or dormitory library of a university or a training school library. Enter the number of quarter hours devoted to each task. If an entire quarter hour was not required, enter as quarter hour if major part was so devoted; if less than major portion was required, indicate task showing up that it did not require a quarter hour.
3. If task performed is not listed, describe it briefly in the space allotted at the end of the appropriate section.
4. It is expected that those in the professional service and some others will perform tasks given under several section headings.
5. If you supervise or direct a task, but do not actually do the routine or clerical part of it, place an S to indicate this after the number of quarter hours, thus, 42 S indicates supervising the task, whereas 42 indicates actually doing it.
6. At the end of each day, total the number of quarter hours required by these tasks. If these do not represent in quarter hours the number of hours worked that day, fill in proper items in Section VIII in terms of quarter hours and revise the daily total to correspond.
7. At the end of the first week, add the figures in columns 1 - 7, and place the results in column 15. The total of the horizontal and vertical columns should be the same.
8. At the end of the second week, add the figures in columns 8 - 14, and place the results in column 16. The total of the horizontal and vertical columns should be the same.
9. In column 17, place the total of column 15 plus column 16. The grand total of the vertical column 17 should equal the horizontal total of columns 1 - 14, and also of 15 - 16.

10. In column 18, enter those tasks performed at intervals other than weekly or bi-weekly, and estimate in quarter hours the number spent during the year on these tasks. Against each number so listed, add one of the following symbols to indicate at what intervals the task is performed: B - Bi-annually, Q - Quarterly, Sa - Semi-annually, A - Annually. Thus 42 B indicates that 42 quarter hours are spent annually on this task and that this work is done at bi-monthly intervals.

11. Enter following the time sheet the factual information needed also for the project.

Total quarter hours _____
This total should be the same reading vertically and horizontally and should be the same as the number of hours *

129. Title of position _____
130. Report for weeks of _____ and _____, 1939.

131. Title of position _____
 132. State whether your work is in the main library, or connected with
 a school or college, departmental, seminar, branch or dormitory
 library of a university or a training school library _____
 133. Education

a. Academic - Give degree and state whether this includes one year
 of library science as a part of the requirement for the
 academic degree _____

If less than full college, give number of years completed _____

b. Professional

1. Library Science - Underscore degree, diploma or certificate
 received - Ph.D., master's, bachelor's (other than that in
 133a), diploma for second year of library science, diploma
 for first year of library science, certificate for first
 year of library science, other _____
 State amount of credit if less than one full year _____

2. Other than Library Science - Give degree, or if no degree,
 years of study completed (other than that in 133a) _____

134. Library experience - Give number of years of experience defining according
 to Section 2 of General Instructions

Professional _____ Subprofessional _____

Clerical _____

Student assistant _____ not basic salary _____

135. Salary actually received at present _____
 a. For how many months of work is this given _____

b. How much vacation other than for holidays and between terms and
 semesters is included _____

c. If you work regularly in the summer in your same position and are
 paid in addition to that given above, state amount _____
 and number of weeks worked for this amount _____

d. How many hours per week are required of full-time staff
 members _____

e. Give number of hours you work per week if less than full time
 if you are in the professional, subprofessional
 or clerical services.

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

- 3. Preparing and analyzing reports, statistics, records, graphs and charts
- 4. Making community contacts, including faculty, students, alumni, etc.
- 5. Maintaining official relationships with president, deans, bursar, etc.
- 6. Preparing and administering the budget (including book budget)
- 7. Directing expenditures
- 8. Directing the keeping of financial records
- 9. Making surveys, studies, etc.
- 10. Planning new buildings and alterations in existing structures
- 11. Seeing that the library buildings and quarters are kept in good condition
- 12. Purchasing supplies and equipment
- 13. Making recommendations regarding appointments, transfers and dismissals of library staff
- 14. Rating staff members on their efficiency
- 15. Directing the work of the staff
- 16. Approving working schedules
- 17. Classifying the positions and assigning duties
- 18. Preparing salary schedules and making recommendations on salaries being paid
- 19. Interviewing and corresponding with applicants for positions
- 20. Discussing personal and professional problems with staff members
- 21. Laying out and assigning the work for the staff
- 22. Keeping personnel records
- 23. Conducting staff meetings
- 24. Instructing student assistants or new staff members
- 25. Handling general correspondence
- 26. Interviewing visitors, salesmen, etc.
- 27. Making the library and its resources known to the student body and faculty through publicity, such as articles, displays, bulletin boards, talks, special notices of materials, etc.
- 28. Directing the inventories made of books, supplies and equipment
- 29. Participating in campus activities, including faculty meetings and faculty committees
- 30. Participating in local, state and national library activities by attendance at meetings, work on committees, etc.
- 31. Carrying on professional or research projects
- 32. Reading and evaluating books and other materials
- 33. Selecting books to answer needs of the student body and faculty
- 34. Selecting documents
- 35. Selecting pamphlets
- 36. Selecting serial publications
- 37. Selecting free material
- 38. Studying the book, and other reading needs of students and faculty
- 39. Considering faculty requests for material
- 40. Searching records for books, etc. requested
- 41. Ordering books, etc.
- 42. Checking invoices
- 43. Building want lists
- 44. Interviewing salesmen
- 45. Visiting book stores, book exhibits, etc.
- 46. Corresponding with publishers and dealers
- 47. Handling gifts and exchanges
- 48. Searching for out-of-print items
- 49. Handling the checking and

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

distribution of continuations

- 50. Making order cards
- 51. Accessioning budget records
- 52. Keeping book budget records

70. Recataloging

- 71. Revising the catalog

- 72. Making added entry cards

- 73. Making shelf-list cards

- 74. Filing and alphabetizing

- 75. Withdrawing from or reinstating books on records

- 76. Changing records and retyping cards (not included in 57 or 70)

III. Preparation (including cataloging, classifying and mechanical preparation)

53. Classifying books

54. Classifying serials

55. Classifying ephemeral materials

56. Classifying audio-visual materials

- 57. Reclassifying

- 58. Assigning book numbers

- 59. Assigning subject headings and cross references

- 60. Cataloging nonfiction

- 61. Cataloging fiction and added copies

- 62. Cataloging serials

- 63. Cataloging ephemeral materials

- 64. Cataloging audio-visual materials

- 65. Searching for cataloging information

- 66. Ordering L.C. cards

- 67. Making master cards

- 68. Revising master cards

- 69. Final revision of cards

85. Discharging

- 86. Handling renewals

- 87. Filing

- 88. Keeping overdue records

- 89. Collecting fines

- 90. Handling complaints

- 91. Caring for interlibrary loans

- 92. Keeping statistics

120

V. Reference

93. Giving information or "ready reference" service

94. Answering reference questions of normal difficulty

95. Answering reference questions requiring extended searching

96. Giving readers' advisory service - casual

- IV. Circulation (see also headings under Reference)

80. Explaining arrangement and use of the library

- 81. Maintaining borrowers' records

- 82. Issuing and receiving books

- 83. Issuing, receiving, etc. of reserve books

- 84. Checking lists of reserve books

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

VI. Instruction

100. Giving class instruction in the use of the library
 101. Library time allowed for preparation for 100
 102. Library time allowed for grading papers for 100
 103. Giving more informal instruction either several lectures in an English class, or to small groups at the library on the use of the library. Give time library allowed for instruction, preparation and grading papers
104. Offering library science courses on a professional level. Library time allowed for class instruction
 105. Library time allowed for preparation for 104
 106. Library time allowed for grading papers for 104
 107. Giving class instruction in academic or professional subjects (not library science)
108. Library time allowed for preparation for 107
 109. Library time allowed for grading papers for 107

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110. Shelving books, etc. from the shelves
 111. Getting books, etc. from the shelves
 112. Straightening and reading shelves
 113. Assisting in inventories of books, supplies, equipment
 114. Doing errands
 115. Handling mail, freight and express shipments
 116. Inspecting shelves for condition of books
 117. Deciding on mending, binding or discarding
 118. Preparing specifications for binding
 119. Keeping bindery records
 120. Mending, discarding, recasing, cleaning and relettering books
 121. Typing pockets, missing pages
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CLASSIFICATION AND PAY PLANS

FOR LIBRARIES

IN INSTITUTIONS OF HIGHER EDUCATION

RECOMMENDED BY THE LIBRARY STAFF

TO THE BOARD OF TRUSTEES

OF THE STATE COLLEGE OF LIBRARIES

AT THE UNIVERSITY OF MARYLAND

ANNAPOLIS, MARYLAND

1950

CLASSIFICATION AND PAY PLANS
FOR LIBRARIES IN
INSTITUTIONS OF HIGHER EDUCATION
Second Edition

Volume III - Universities

* * *

Prepared by the
Subcommittee on Budgets, Compensation and Schemes of Service
for Libraries Connected with
Universities, Colleges and Teacher Training Institutions
of the
A.L.A. Board on Salaries, Staff and Tenure
and
Adopted by the
A.L.A. Council, February, 1943

* * *

C H I C A G O
AMERICAN LIBRARY ASSOCIATION

1 9 4 7

PERSONNEL OF THE
SUBCOMMITTEE ON BUDGETS, COMPENSATION AND SCHEMES OF SERVICE
FOR LIBRARIES CONNECTED WITH
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The Council of the American Library Association
at its meeting on February 1, 1943 adopted
Classification and Pay Plans for Libraries in
Institutions of Higher Education and emphasized
that certain minimum personnel standards were
included in the document as a method of self-
evaluation and not for purposes of accrediting.

* * *

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F O R E W O R D

It is now more than thirty years since modern concepts of position classification on the basis of duties and responsibilities were initiated by the City Civil Service Commission of Chicago. It is well over fifteen years since the first library classification and pay plan was proposed by the American Library Association. In the years since 1910 position-classification has become an inescapable and highly standardized part of personnel management, both public and private. In recent years the wide-ranging research program of the United States Employment Service in writing specifications for industrial positions has gone far to extend the idea of duties classification to many phases of industrial employment which had hitherto been neglected.

There can be no doubt concerning the value of position-classification to libraries, public or private, university or other. The necessity of careful description and orderly arrangement of positions increases steadily with the size of the institution, but few libraries can be so small as not to benefit from order and care in the description and management of the positions required for their operation. In large libraries and in the world of the library profession generally it is now apparent that a systematic and reasonably uniform structure of clearly defined positions is one of the principal requisites for a career service.

Any classification and pay plan necessarily reflects the established patterns of employment in any given society at any given time. In a society changing as swiftly as is that of the western world, a classification and pay plan may be called upon to respond to rapidly changing professional and economic situations. Salary scales now appropriate may be thrown out of line by marked changes in the cost of living. The role of the library profession may expand substantially in the next decade and require reconsideration of present specifications.

Furthermore, the function of overhead management may also expand in the larger public and private libraries of the country. Experience has demonstrated that a serious weakness in the field of government has been failure to provide adequate top management and management assistants. The number of administrative assistants is now rapidly increasing, and in any large organization a considerable number are required. It appears from the specifications in this study that the great bulk of the work of overhead administration is to be entrusted to the Chief Librarian and to the Associate Librarian. One classification, Assistant to the Chief Librarian, is set up to assist in the tasks of overhead management. It may be suggested that as the functions and services of libraries expand, more positions with specialized administrative tasks to perform may be required.

Class specifications have become highly standardized in form, if not in content. They are typically additive in character and often fail to give a really illuminating picture of the relative weight of responsibilities of the position. This aspect of specification writing happens to be well illustrated by the specifications for Librarian and Associate Librarian contained in this excellent study. The scope of their duties is large, but it is impossible to ascertain whether these offices are conceived as being primarily concerned with internal administration, with book selection and client reading habit study, or with the outside contacts which are so important in any library.

Perhaps we ought not to expect duties specifications to assist management in this respect, and the illustration is selected not with the purpose of suggesting any criticism but rather to indicate that the position-classification plan alone does not tell all that needs to be understood with respect to managerial duties.

A study of this kind marks a definite milestone in the development of any profession. That it will be extremely useful to college and university libraries cannot be doubted. In a recent thesis at the Graduate Library School of the University of Chicago entitled "Civil Service and Public Libraries," Herbert Goldhor reached the conclusion that much progress remains to be made in effective classification of library positions, so far as public libraries are concerned. Presumably much the same conclusion could be drawn with respect to the libraries of private educational institutions.

Herein are contained the fundamental standards for good library personnel administration. Reconsidered from decade to decade, they not only furnish the solid foundation on which effective library work is maintained but, from another point of view, serve as documentary records of the rising standards of library administration.

Leonard D. White
Professor of Public Administration and
Chairman, Administrative Committee,
Department of Political Science
University of Chicago

Chicago,
Illinois
May 14, 1943

FOREWORD

It is now more than thirty years since modern concepts of position classification on the basis of duties and responsibilities were initiated by the City Civil Service Commission of Chicago. It is well over fifteen years since the first library classification and pay plan was proposed by the American Library Association. In the years since 1910 position-classification has become an inescapable and highly standardized part of personnel management, both public and private. In recent years the wide-ranging research program of the United States Employment Service in writing specifications for industrial positions has gone far to extend the idea of duties classification to many phases of industrial employment which had hitherto been neglected.

There can be no doubt concerning the value of position-classification to libraries, public or private, university or other. The necessity of careful description and orderly arrangement of positions increases steadily with the size of the institution, but few libraries can be so small as not to benefit from order and care in the description and management of the positions required for their operation. In large libraries and in the world of the library profession generally it is now apparent that a systematic and reasonably uniform structure of clearly defined positions is one of the principal requisites for a career service.

Any classification and pay plan necessarily reflects the established patterns of employment in any given society at any given time. In a society changing as swiftly as is that of the western world, a classification and pay plan may be called upon to respond to rapidly changing professional and economic situations. Salary scales now appropriate may be thrown out of line by marked changes in the cost of living. The role of the library profession may expand substantially in the next decade and require reconsideration of present specifications.

Furthermore, the function of overhead management may also expand in the larger public and private libraries of the country. Experience has demonstrated that a serious weakness in the field of government has been failure to provide adequate top management and management assistants. The number of administrative assistants is now rapidly increasing, and in any large organization a considerable number are required. It appears from the specifications in this study that the great bulk of the work of overhead administration is to be entrusted to the Chief Librarian and to the Associate Librarian. One classification, Assistant to the Chief Librarian, is set up to assist in the tasks of overhead management. It may be suggested that as the functions and services of libraries expand, more positions with specialized administrative tasks to perform may be required.

Class specifications have become highly standardized in form, if not in content. They are typically additive in character and often fail to give a really illuminating picture of the relative weight of responsibilities of the position. This aspect of specification writing happens to be well illustrated by the specifications for Librarian and Associate Librarian contained in this excellent study. The scope of their duties is large, but it is impossible to ascertain whether these offices are conceived as being primarily concerned with internal administration, with book selection and client reading habit study, or with the outside contacts which are so important in any library.

Perhaps we ought not to expect duties specifications to assist management in this respect, and the illustration is selected not with the purpose of suggesting any criticism but rather to indicate that the position-classification plan alone does not tell all that needs to be understood with respect to managerial duties.

A study of this kind marks a definite milestone in the development of any profession. That it will be extremely useful to college and university libraries cannot be doubted. In a recent thesis at the Graduate Library School of the University of Chicago entitled "Civil Service and Public Libraries," Herbert Goldhor reached the conclusion that much progress remains to be made in effective classification of library positions, so far as public libraries are concerned. Presumably much the same conclusion could be drawn with respect to the libraries of private educational institutions.

Herein are contained the fundamental standards for good library personnel administration. Reconsidered from decade to decade, they not only furnish the solid foundation on which effective library work is maintained but, from another point of view, serve as documentary records of the rising standards of library administration.

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INTRODUCTION TO SECOND EDITION

Classification, in library work, consists in placing the books and other materials on the same subject in the same class and assigning the same class number to them. Position-classification in personnel administration is placing in one class all positions which are similar in nature and difficulty of duties and in weight of responsibilities and which require similar preparation and personal traits. Such positions are given the same descriptive class title and are called a class of position. A position-classification plan brings together in a logical pattern the classes of positions of an institution or group of institutions and shows their relationship to one another and to the entire group. In addition it aids in recruitment, furnishes a satisfactory basis on which to develop a pay plan, facilitates promotion and transfer procedures, aids in developing service rating and training programs, assists in improving organization, and provides the foundation on which to build good employee-management relations and all other parts of a system of sound personnel administration.

In this presentation of Classification and Pay Plans for Libraries in Institutions of Higher Education the institutions have been divided into three groups: non-degree-conferring institutions, degree-conferring four-year institutions and universities. The classification and pay plan for each group has been issued as a separate volume, each self-contained.

Historical Background

The American Library Association and several state library associations have been working on classification and pay plans for libraries for a number of years. In 1927 the report of the Bureau of Public Personnel Administration to the A.L.A. Committee on the Classification of Library Personnel was issued under the title Proposed Classification and Compensation Plans for Library Positions, often referred to as the Telford report. In 1929 a subcommittee of the A.L.A. Committee on the Classification of Library Personnel brought out Budgets, Classification and Compensation Plans for University and College Libraries which superseded that part of the Telford report which dealt with colleges and universities.

The A.L.A. Board on Salaries, Staff and Tenure published Classification and Pay Plans for Municipal Public Libraries in 1939 as its first contribution to the series of classification and pay plans for all types of libraries which it planned to issue to fulfill one of the functions assigned it by the A.L.A. Council.

In the spring of 1939 the Association of College and Reference Libraries, which was then a section and is now a division of the A.L.A., appointed a Committee on Budgets, Compensation and Schemes of Service and in June 1939 the A.L.A. Board on Salaries, Staff and Tenure appointed its Subcommittee on Budgets, Compensation and Schemes of Service for Libraries Connected with Universities, Colleges, and Teacher Training Institutions. The membership of the committee of the A.C.R.L. and of the subcommittee of the board were identical. Classification and Pay Plans for Libraries in Institutions of Higher Education has been prepared by this subcommittee working in conjunction with members of the A.L.A. Board on Salaries, Staff and Tenure.

The subcommittee acknowledges its indebtedness to the classification and pay plans previously mentioned; these have been of inestimable value in the preparation of the present plans. It also owes much to librarians in the field, whose criticisms and suggestions have been most helpful. For permission to quote the section for pages 5-6 of Position-Classification in the Public Service the subcommittee thanks the Civil Service Assembly of the United States and Canada.

Objectives

The major objectives of this present publication are:

1. To develop classification and pay plans for libraries in institutions of higher education;
2. To establish certain minimum personnel standards for these libraries.

Scope of the Project

This study is limited to positions in the professional and related clerical services in libraries of institutions of higher education. It has omitted certain administrative specifications for the clerical service and has not touched upon the building maintenance, binding or printing services.

Each of the three books treats with a classification and pay plan for one, of the three groups of institutions (non-degree-conferring, degree-conferring four-year, universities). Each book contains four sections: (1) Classes of Libraries, (2) Classes of Departments, (3) Personnel Specifications for Library Positions in the Professional and Clerical Services, and (4) Standards of Education, Experience and Pay for Personnel Grades.

The project as originally planned included only those standards which affected the library personnel, namely those which were needed to determine the size, organization, qualifications and compensation of the staff. In December 1940 the Board of Directors of the A.C.R.L. approved the inclusion of other material to make possible the self-evaluation of a library. These additions were items about the building, qualitative appraisal of book stock and special service factors.

Before the enlarged program could be completed this country entered the war. When the subcommittee met in December 1941 the members were firmly convinced that the classification and pay plan would be of great value to libraries during the war period and was therefore needed immediately. They were of the opinion, however, that the war might affect libraries in institutions of higher education so drastically that it would be unwise to issue the self-evaluating score card until after the war. Both the A.L.A. Board on Salaries, Staff and Tenure and the Board of Directors of the A.C.R.L. approved the subcommittee's proposal to complete the classification and pay plan at the earliest possible date and to postpone until after the war the publication of the self-evaluating score card. It is hoped that the score card may be completed and published after the war as much work has already been done on the sections on building, qualitative and quantitative appraisal of book stock and special service factors, as well as for that section on staff.

Methods of Procedure

The subcommittee has held 9 work meetings, each of which has been 2 or

more days in length and totaling more than 70 sessions. Open meetings for suggestions and criticisms of the work under way were held at the 1940 Cincinnati Conference, 1940 Midwinter Conference, 1941 Boston Conference and 1941 Midwinter Conference. Meetings have also been held with various interested groups such as librarians of teacher training institutions, representatives of professional library associations and the Subcommittee on College and University Library Buildings of the A.L.A. Committee on Library Architecture and Building Planning. The committee working on classification and pay plans for the American Association of Law Libraries cooperated by furnishing job analyses for 14 law school libraries and statistical information, and by sending a representative to three meetings of the subcommittee.

At the San Francisco Conference in June 1939 the subcommittee studied various classification and pay plans which were prepared for or included libraries and made plans to undertake a job analysis of a group of libraries in junior colleges, four-year colleges, universities and teacher training institutions. This job analysis was made in the fall of 1939 by approximately 25 cooperating libraries and at a later date by 14 libraries in schools and colleges of law. (The form used for the job analysis appears as Appendix B.)

In March 1940 a first preliminary report, "Classification and Pay Plans for Libraries in Junior Colleges, Four-Year Colleges, Universities and Teacher Training Institutions--First Rough Draft of Section on Classes of Libraries" was sent for comment to approximately 250 librarians. The suggestions and criticisms received were incorporated wherever possible.

In order to obtain the opinion of educators as well as librarians on the desirable weights which should be given the four sections of the score card (books, staff, special service factors and building) 36 college presidents were invited to state their preferences for various weights proposed.

In August 1941 a second draft was issued as "Classification and Pay Plans for Libraries in Institutions of Higher Education." This draft containing 150 pages included sections on Classes of Libraries, Classes of Departments, Standards of Education, Experience and Pay for Personnel Grades, Specifications for Positions and Score Card. Approximately 200 copies of this draft were sent out for criticism. They were accompanied by a questionnaire asking the librarians to test the plan for their own libraries. The response was most generous and helpful.

After the A.L.A. Board on Salaries, Staff and Tenure and the Board of Directors of the A.C.R.L., in December 1941, approved the curtailment of the project to its original scope, the subcommittee removed all standards not having a direct relationship to the size, organization and qualifications of the staff from the section, Classes of Libraries, and dropped the entire Score Card Section.

The progress of the work has been reported at the open meetings of the subcommittee, at regular meetings of the Board of Directors of the A.C.R.L., at general and section meetings of the A.C.R.L., in the annual reports of the A.L.A. Board on Salaries, Staff and Tenure, and in articles in College and Research Libraries and School and Society.

Constant reliance has been placed on the advice and help of members of the library profession and of other educators in the preparation of these plans. Criticisms have been solicited at various stages in the work and the response

has been very gratifying and most helpful. Hundreds of communications, both personal and by letter, were received from librarians, college presidents, officers of accrediting agencies and other interested educators.

These plans, therefore, reflect the criticism and suggestions received from a large number of interested persons and should be helpful to all institutions of higher education in drawing up plans for their libraries.

In June 1946 the A.L.A. Council adopted a revised basic minimum pay plan for Classification and Pay Plans for Libraries in Institutions of Higher Education and Classification and Pay Plans for Municipal Public Libraries. This revised basic minimum pay plan was recommended by the A.L.A. Board on Personnel Administration (formerly called the A.L.A. Board on Salaries, Staff and Tenure) after consultation with all of the A.L.A. divisions.

At its meeting in June 1946 the A.L.A. Board on Personnel Administration decided that work should be continued on the parts of the plans omitted because of the war. It therefore appointed a subcommittee to work with the representatives of the board on the preparation of these sections. The members of the A.C.R.L. Committee on Budget, Compensation and Schemes of Service were again asked to serve as members of the board's Subcommittee on Budgets, Compensation and Schemes of Service for Libraries in Institutions of Higher Education.

In December 1946 on recommendation of this subcommittee the A.L.A. Council adopted revised figures in estimating the expenditures for staff salaries and for books, periodicals and binding. The revised basic minimum pay plan and revised figures for expenditures have been incorporated in this second edition.

The subcommittee is now at work preparing the self-evaluating score card and a classification plan for professional school libraries which will be published separately. The members of the subcommittee working on these projects are David H. Clift, chairman, Mary Vick Burney, Ralph M. Dunbar, Charles R. Flack, Edward Geier Freehafer, Flora B. Ludington, Ralph Halstead Parker, Ruth Tarlton Power, Fremont Rider, Eugene H. Wilson and Eleanor M. Witmer. The representatives of the A.L.A. Board on Personnel Administration working with the subcommittee are Edward B. Stanford, chairman, David H. Clift and Hazel B. Timmerman, executive assistant.

Purpose of the Plans

Personnel administration is one of the major concerns if not the major concern of library administration. Classification of positions is a basic tool in personnel administration - as basic as is the classification of books and other materials in library work. Classification and pay plans are as essential to good administration and management in libraries as they are in business, industry and government.

A classification plan is not only of value in recruiting and certification but it also has many other uses in personnel administration. These are stated in Position-Classification in the Public Service¹ as follows:

¹Civil Service Assembly of the U. S. and Canada. Position-Classification in the Public Service; a report submitted to the Civil Service Assembly by the Committee on Position-Classification and Pay Plans in the Public Service; Ismar Baruch, chairman. 1941. The Assembly, 1313 East 60th Street, Chicago.

"Position-classification is an administrative instrument of wide usefulness and value in personnel administration. It groups individual positions into classes of positions on a basis that has real meaning in personnel administration. By emphasizing an impartial scientific approach, it helps avoid a purely personalized treatment of work and pay problems. It aids recruiting and testing authorities by making it possible to hold tests for classes of positions instead of a larger number of tests for individual positions having immaterial differences and by furnishing for each class a picture of the work to be performed and a statement of qualification requirements. In its use as a sound basis for a fairly administered pay plan, it serves the interests of the people, the tax payers, the operating officials, and the employees. Its system of class titles constitutes a uniform job language defined in class specifications, which in itself provides a base for common understanding among all those agencies and officials having to do with personnel administration. It facilitates the preparation of informative budgets for personal services; clarifies promotion and transfer transactions; aids in developing service rating plans and training programs; aids in planning, clarifying, and improving organization; facilitates the development of good employee-management relations; and makes it possible to keep significant service records and compile meaningful personnel statistics.

"In these and many other ways it serves as a facilitating instrument for personnel management and administrative operation, and as a specific tool for conducting many types of transactions involving the public, present and prospective employees, operating officials, accounting, budgeting and appropriating agencies, and the personnel agency of the jurisdiction. It is this broad usefulness which makes a well prepared, currently maintained classification plan for positions the keystone in a sound system of public personnel administration."

The selection and retention of able, courteous and efficient personnel is of major importance to those responsible for library administration. If professional workers of desirable calibre are to be attracted to and retained in library service in institutions of higher education they must be fully informed of the duties and responsibilities involved in the positions in this field, of the qualifications required, the rates of pay and the promotional opportunities.

Similarly the establishment of standards for personnel as set up in these classification and pay plans and other library tools will act as a strong factor in recruiting men and women with desirable educational and personal background to the library field.

Library groups engaged in setting up certification requirements and standards will find this material helpful.

After the positions which are similar in nature, difficulty of duties and weight of responsibilities have been grouped together as a class of position they are given a class title as Intermediate Circulation Librarian or Junior Reference Librarian. It is only after the position-classification plan has been made that a pay plan can be drawn up which will assure equal pay for equal work. For this reason a carefully prepared classification plan based on an actual job analysis of the work performed should be a first step in the organization of any library.

A classification plan once developed is not static. It is constantly altered to meet the changing conditions in the library. Certain positions

may be eliminated, others added, and some combined. Furthermore duties may be added or taken away from certain positions necessitating their reclassification.

In drawing up a pattern for libraries in institutions of higher education for the country as a whole, the subcommittee is in no sense attempting or recommending nation-wide regimentation. It believes that this pattern will serve as a guide to individual libraries in setting up plans to meet their own particular situations. It is impossible to prepare a national pattern which will fit any library without modification and adaptation. Each library in drawing up a classification and pay plan of its own should (1) study the pattern set by the subcommittee, (2) make a job analysis of each of its positions, (3) develop its own classification plan based on the job analysis, and (4) prepare a pay plan based on the position-classification plan. The classification plan of the individual library, while following the national pattern in certain respects will not do so in others. It will, and should fit the specific library only. In all probability its classes of positions will be fewer than those in the national model. It may have positions which will combine certain duties of two or three of the sample class specifications and other positions which do not appear in the sample specifications. The classes of positions recognized and the duties and responsibilities of these positions will vary to meet the local situation. The grading of the position may also vary. For example, the subcommittee automatically assigned Professional Grade 2 or 3 to most departmental librarians and specialists. The individual library having a large department of medicine, law, library science or microphotography for instance, might desire to set this up as a small department or division and determine the grade of the position of its chief in the same manner as the grades of other chiefs of departments.

Classes of Libraries

Some sort of a determination of a library's service load is essential preparatory to the development of any plan for its organization. The subcommittee developed, after much testing, a method of computing the service load in terms of service units based on varying numbers of underclass and upper-class (undergraduate) students, honors students, graduate students and faculty members. This formula is as follows:

Each underclass (undergraduate) student other than honors students is counted as	1 unit
Each upperclass (undergraduate) student other than honors students is counted as	2 units
Each honors student is counted as	3 units
Each graduate student is counted as	4 units
Each faculty member is counted as	5 units

The details of procedure to be followed in determining the number of service units of any given library appear in the section, How to Use This Book.

Service unit load rules are not to be followed blindly. Lest this subcommittee's suggestion of method for establishing the library's service load be misunderstood, some points about it should be made clear. It is realized by the subcommittee that no determination of the service load of any library can be exactly determined by any method of statistical computation. The subcommittee further realizes that in the case of very large universities, the making of such a service unit computation entails serious practical difficulties. It is extremely difficult for the larger educational institutions to determine the library's load in terms of service units because of factors such as lack of uniformity in counting part-time and part-year students and

faculty, varying definitions of honors and graduate work, organizational complexity, to say nothing of the present day problems resulting from sheer numbers.

The subcommittee would like to emphasize that this document is intended primarily for the hundreds of small and medium-sized institutions of higher education, not for very large universities. The organization of very large institutions is not only highly complex but also highly individualized. To make a standardized pattern fit them is difficult, if not impossible.

Although such a publication as this is not expected to be immediately applicable to the practical needs of educational institutions of very large size or very special type, the subcommittee believes that, if it be used with intelligent discrimination, it will prove of some value to them. This publication applied to the separate divisional or college units of a great university library, treating each unit as a separate entity, may be helpful for purposes of comparison with other libraries. If an attempt is made to apply it to the university library as a whole, organizational complexity would make such application difficult.

Finally, no library should feel obliged to use the service unit method of establishing its own service load if it is able to devise a better one. On the other hand, it is obviously short sighted to throw this service unit method out simply because many of the details of its computation have to remain sheer estimate. A service unit load computation that is 70% exact and 30% careful guesswork is, after all, more accurate than one that is 100% guesswork. A library budget based on such a unit basis is, after all, more easily defendable to trustees and administrators than a budget based on unchecked precedent or on what may be really little more than sheer hunch.

Even those institutions which find it difficult to compute a service unit load can use this document advantageously to assist in the development of its position-classification and pay plan.

The libraries of institutions of higher education are arranged in six classes for non-degree-conferring and degree-conferring four-year institutions and in seven classes for universities. The number of service units which the library has as its service load determines in which one of the various classes the institution belongs.

The section, Classes of Libraries, has been included in the classification and pay plan in order to make a pattern for the country as a whole so that libraries having approximately the same service load will be required to meet the same minimum standards.

For each of the classes of libraries are established certain minimum standards which the library should meet. Those standards have been selected which affect, directly or indirectly, the size, organization and qualifications of the library staff. Obviously the number of positions, their variety, grading and distribution, the minimum qualifications required and the compensation paid are included in any standards dealing with positions and personnel. Other standards which indirectly affect the size and character of staff are also given--annual salary budget, book stock, annual book budget, hours of opening and certain welfare and working conditions for the staff.

Standards for libraries in institutions of higher education vary greatly in different parts of the country. Therefore the personnel standards used in

the national pattern are necessarily at variance with local conditions in some institutions. It is felt, after considerable testing, that they do reflect average conditions throughout the country.

While certain minimum personnel standards are set up in these classification and pay plans, it should be emphasized that these standards are included, not for purposes of accrediting, but as a method of self-evaluation.

Classes of Departments

In the national pattern the subcommittee has provided for four departments (catalog, circulation, order and reference) for universities and degree-conferring four-year institutions, and for three departments (catalog and order, circulation and reference) for non-degree-conferring institutions.

A department is defined as a major unit of the library system, set up to perform a definite function or set of related functions. It has its own staff, definite responsibilities and a head who is directly responsible to the Chief Librarian or the Associate (or Assistant) Chief Librarian.

Departments have been broken down into one or more groups called classes of departments arranged according to the number of staff members in their full-time equivalent. The number of employees has been varied among classes in the various departments so that the positions of chiefs of all Class A Departments in the same type of institution will have duties and responsibilities of equal weight. Therefore they have been assigned the same personnel grade and have been placed on the same salary schedule. Thus a Class A Circulation Department will have more positions than a Class A Reference Department but the duties and responsibilities of the two positions of chief will be equal in weight.

The individual library, in preparing its own plans, may have the departments as set up in the national pattern, a combination of them or even more departments, according to its own organization.

Personnel Specifications for Library Positions

Personnel specifications have been prepared in the third section for a number of positions which are considered to be typical of those occurring in many libraries. They have been chosen to illustrate positions for all grades of the professional and clerical services. For each specification six items are given: (1) the class title, (2) the definition of the class of the position, (3) examples of the typical tasks performed, (4) the qualifications considered minimum for satisfactory performance of the work, (5) the grade of professional or clerical service to which the position has been assigned and (6) minimum salary schedule in terms of compensation paid on an annual basis.

Personal traits as given on each specification do not attempt to enumerate the specific traits which are considered desirable for every library position such as intelligence, integrity, good health, pleasing voice and manner, attractive appearance, pleasing personality, interest in people, imagination, dependability, courtesy, physical and mental energy, dignity, ability to do team work and forcefulness. The traits which are used in the specifications, about twenty in number, have been arranged in alphabetical order as it would have been extremely difficult to arrange them in order of importance on each specification. The abilities required follow, for the most part, the order used in enumerating the typical tasks performed.

Terminology

The terminology used in the various specifications conforms as far as possible to that considered best in personnel practice. With four exceptions all class titles in the professional service include the word "librarian" to denote professional status. These exceptions are Archivist, Bibliographer, Instructor in the Use of the Library and Readers' Adviser. Relative rank is shown as follows: Chief Librarian, Associate (or Assistant) Chief Librarian, Chief Circulation Librarian, Assistant Chief Circulation Librarian, Senior Circulation Librarian, Intermediate Circulation Librarian, Junior Circulation Librarian. The position, Junior Librarian, is of the lowest grade in the professional service on the general staff, whereas that of Junior Reference Librarian is of the lowest professional grade in the Reference Department. Relative rank in the clerical service is shown from the class titles: Head Circulation Library Clerk, Senior Circulation Library Clerk, Junior Circulation Library Clerk. In the non-degree-conferring institutions no provision has been made for Head Library Clerks either for the general staff positions or in any department.

Several changes in terminology have been made in these plans from those issued by the A.L.A. Board on Salaries, Staff and Tenure in 1939 for public libraries. Four warrant special mention. The class title, Junior Librarian, in the present plans corresponds with that of Minor Junior Librarian in the public library plans. Both are Professional Grade 1, the lowest grade in the professional service. Intermediate Librarian in the present plans and Junior Librarian in the public library plans coincide and are Professional Grade 2. The class titles Catalog Librarian (Reviser), Catalog Librarian (Specialist in a Subject or Language Field) and Classification Librarian are used in these plans whereas Catalog Reviser, Catalog Specialist in a Subject or Language Field and Classifier were used in the public library plans. Thus in the present plans another step has been taken towards following good personnel procedure and using the word "librarian" in professional class titles.

To denote that different classes of positions require a specific type of knowledge in varying degrees, a somewhat arbitrary series of descriptive adjectives and nouns have been used which have been varied somewhat for different types of knowledge. As an illustration, acquaintance, familiarity, understanding, knowledge, working knowledge, good knowledge, broad knowledge, extensive knowledge, and thorough knowledge have been used, with acquaintance considered the lowest requirement and thorough knowledge the highest.

Standards of Education, Experience and Pay for Personnel Grades

A definite scheme has been followed so that this section for all three groups of institutions of higher education will dovetail and will also correlate with the same section in Classification and Pay Plans for Municipal Public Libraries issued by the A.L.A. Board on Salaries, Staff and Tenure in 1939.

Two services, professional and clerical, have been set up for institutions of higher education. The public library plans included the subprofessional service also. After the job analyses revealed that in libraries in institutions of higher education this service was rarely utilized, librarians of a large number of institutions were consulted to determine whether this situation was general. As this proved to be the case the subprofessional service was omitted from these plans.

Clerical Service

Grade 1 -	\$1350	\$1410	\$1470		
2 -	1470	1530	1590		
3 -	1650	1710	1770	\$1830	\$1890

Although definite salary schedules have been provided for clerical service, from which hourly rates for student assistants performing clerical work are derived, compensation for such work should be dependent as well on that paid for like work in the institution.

All the standards set up are minimum standards. It is hoped that the individual library will take these minimum schedules as a basis for devising a pay plan more applicable to its particular situation. It is expected that average and better than average libraries will exceed these minimum salary schedules for the various grades.

The revised basic minimum pay plan for municipal public libraries differs from that used for libraries in institutions of higher education as six instead of three clerical grades are set up in the municipal public libraries plan. The subcommittee is of the opinion that Clerical Grades 4-6 do not usually exist in libraries in institutions of higher education because the central college or university administration normally provides the library with the services performed in these grades in public libraries. As the very large university libraries may have such positions the minimum salary schedules for these grades are given for the information of such libraries.

Clerical Service

Grade 4 -	\$1830	\$1890	\$1950	\$2010	\$2070
5 -	2010	2130	2250	2370	2490
6 -	2370	2490	2610	2730	2850

Professional Schools

The subcommittee has given much time and thought in its effort to set up classes of professional school libraries such as law and medicine--particularly when these schools are part of a university plexus. The service unit formula was tried as was also a combination of it and a student formula. The subcommittee is again at work trying to solve this problem.

As has been mentioned, several of the national professional library associations were also consulted but they were at that time unable to suggest a satisfactory solution to the problem. Therefore until such time as a satisfactory classification can be made which will be applicable to the various types of professional school libraries, it is suggested that each professional school library study its relationship to the university library system and determine its own classification while bearing in mind:

1. Whether the professional school library is independently staffed;
2. Whether the preponderant bulk of the library's total book and periodicals materials in its field is housed in the professional school library;
3. Whether the professional school library has sufficient reading room seating capacity to serve its special clientele properly;
4. Whether certain types of work such as ordering and cataloging are done in the professional school library or at the central library;

5. What proportion of the students of the professional school use the facilities of other libraries, on or off the campus, and the extent of such use;
6. What proportion of students not in that professional school use the facilities of that professional school library and to what extent.

After consideration is given to these points the specific professional school library can be classified in relation to the other departments of the university library system and its positions graded accordingly.

Future Revisions

Classification and pay plans can not be static but must be adjustable and changing to reflect current duties and responsibilities. Post war conditions may well accelerate such changes.

After these plans are in use certain inconsistencies and imperfections will no doubt be brought to light. The subcommittee will therefore welcome suggestions and criticisms in regard to the plans. Revisions to meet future needs will be essential.

HOW TO USE THIS BOOK

I. Classify the institution

In the preparation of Classification and Pay Plans for Libraries in Institutions of Higher Education the institutions have been divided into three groups: non-degree-conferring institutions, degree-conferring four-year institutions and universities. The classification and pay plan for each group is issued as a separate book.

Non-degree-conferring institutions include junior colleges, two-year and three-year normal and teacher training institutions, and technical institutions above the high school level that do not confer a bachelor's or higher degree.

Degree-conferring four-year institutions offer primarily a program leading to the bachelor's degree and may or may not also offer additional work leading to a master's degree. These include both liberal arts colleges and teacher training and other professional colleges.

Universities offer graduate academic work leading to the master's degree and doctor's degree and professional education leading to the various professional degrees and may or may not also include undergraduate curricula leading to the academic bachelor's degrees.

Select the book which treats the class of institution under consideration. Each book is so set up that the material in it applies only to libraries in that group of institutions. The other books will not apply to the library under consideration.

II. Establish the library's service load

The first step in establishing the service load is to obtain the number of students and faculty members both full time and part time in the following categories: underclass (undergraduate) students, upperclass (undergraduate) students, honors students, graduate students, full-time faculty members and irregular faculty members. For uniformity the figures should be obtained at a specific time such as the third week of the semester and summer session. All calculations are based on the service load of the library. It is therefore essential that care be taken at the outset to obtain as exact figures as possible.

The following definitions of students and faculty are based on those of the American Association of Collegiate Registrars.

Underclass (undergraduate) student is a freshman or sophomore or special student with approximate freshman or sophomore standing.

Upperclass (undergraduate) student is a junior or senior or special student with approximate junior or senior standing.

Honors student is a junior or senior who, because of superior scholarship, is excused from some or all of his classes and is permitted to pursue independent study. (Some institutions allow a few underclass students to do honor's work.)

Graduate student is one who has been awarded at least one bachelor's degree and is pursuing graduate work.

Professional student is one enrolled in a professional school and should be classified on the preceding bases namely as underclass, upperclass, honors or graduate. Thus students in professional schools are to be counted as graduate students if the school is on a graduate basis (e.g., most medical colleges) but as undergraduate if they are not (e.g., many agricultural schools).

Full-time student is one carrying a load of at least 15 credit hours a week or the minimum specified by the institution.

Irregular student is one taking summer, extension, night, part-time and other irregular work and should be classified by preceding standards but counted in terms of the full-time equivalent according to the number of credit hours taken.

Faculty member is a full, associate or assistant professor or an instructor who teaches the normal full load or who supplements a part-time teaching load with a research assignment.

Full-time faculty member is one carrying a 15 hour teaching load or the minimum specified by the institution.

Irregular faculty member is a part-time or visiting faculty member or one who teaches only in a summer session or extension courses and who is not otherwise employed by the institution. He should be classified on the preceding bases and according to the number of hours taught and in terms of the full-time equivalent.

For the regular session take the number of part-time students in each category and the number of part-time faculty and turn these numbers into their full-time equivalent. If a full-time student in the institution is required to carry a load of 15 credit hours a week, count as full time all students taking this amount. If, however, 12 credit hours or some other number are required, use that figure. Using 15 credit hours per week as the basis of this discussion, 5 part-time students taking 3 credit hours a week of courses of underclass (undergraduate) level would be counted as 1 full-time student. Similarly, 3 students taking 5 hours, or any other combination making 15 hours would be considered as 1 full-time student. If some students are taking more than 15 hours the extra amount should not be counted. In other words 15 or more credit hours taken by any student in an institution using 15 credit hours as a full-time load would be counted only as 1 student.

Summer sessions are computed as follows: a student taking the full-time allowance for the summer session in an institution which has a regular session of 36 weeks and a summer session of 6 weeks would be considered as 1/6 of a student; those taking less than the full-time allowance would be rated proportionately.

Extension students are not to be counted in the library's service load if the library does not supply library service to them.

The part-time, summer session and extension faculty are estimated in

the same manner as are students. If the full-time teaching load is 15 hours per week in the institution 3 faculty members who give 5 credit hours work are counted as 1 full-time faculty member. However, 1 faculty member teaching 10 hours with a research assignment which is considered equivalent to another 5 hours of teaching would be figured as a full-time faculty member. Summer session faculty teaching the full-time allowance for the summer session are estimated in terms of the length of the summer session as compared with the length of the regular year, part-time summer session faculty are rated proportionately. Extension faculty are counted proportionately if the library furnishes service to them.

If an institution, for example an urban college, having 2 semesters in its regular session has a curriculum set up in such a way that many more students are enrolled in 1 semester than in the other, estimate the number of students in each semester separately, add the number of students in the first semester to that in the second semester and divide by 2 to obtain the number for the regular session. Care should be taken so that the figures obtained are uniform, i.e., obtained for the third week of each semester.

After these calculations have been made apply the following table to obtain the service load:

Count

Each underclass (undergraduate) student other than honors students	as 1 unit
Each upperclass (undergraduate) student other than honors students	as 2 units
Each honors student	as 3 units
Each graduate student	as 4 units
Each faculty member	as 5 units

Add number of units of each category. The total obtained is the library's service unit load.

The service unit load of the library establishes the class of the library in the pattern for the libraries in institutions of higher education as a whole.

Class 1 University Library has a service load of less than 2000 service units
 Class 2 University Library has a service load of 2000-3999 service units
 Class 3 University Library has a service load of 4000-5999 service units
 Class 4 University Library has a service load of 6000-7999 service units
 Class 5 University Library has a service load of 8000-9999 service units
 Class 6 University Library has a service load of 10,000-14,999 service units
 Class 7 University Library has a service load of 15,000 or more service units
 For example, a library having a service unit load of 6800 units would be a Class 4 University Library according to the national pattern.

Admittedly this is a rule-of-thumb method and no rule-of-thumb method will give a precise measurement of the service the library renders but the final net figure will at least more correctly represent the service the library is called upon to give than a simple count of students—the measure formerly used. Tests made for a large number of institutions from very small junior colleges to very large universities indicate that this method serves extremely well.

III. Work out the minimum standards recommended by using the library's actual service load

To illustrate this and succeeding sections, a Class 4 University Library having a service unit load of 6800 units has been selected. Turn to pages 7-8 of the section, Classes of Libraries, to find the minimum standards which are recommended for a Class 4 University Library. Pages 7 and 8 are the only pages in the section, Classes of Libraries, which apply to a Class 4 University Library. Material in Classes 1-3 and 5-7 is not applicable.

As this discussion of the minimum standards recommended follows the same order as the standards appearing on pages 7-8 it is suggested that they be consulted along with this illustrative material. The standards are divided into five major sections: (1) Staff organization, (2) Qualifications and salaries, (3) Working conditions, welfare and economic security, (4) Annual salary budget and (5) Other standards including books, annual book budget and hours of opening. This discussion follows that order of presentation.

A. Staff organization

The formula used to obtain the number of positions recommended as minimum and their breakdown into the professional and clerical services was arrived at after considerable testing of actual conditions in all types and sizes of libraries.

1. Professional service

On page 7 the method of computing the number of professional positions required in addition to that of Chief Librarian is given in item I,A,1: 14 professional positions for first 6000 service units plus 1 for next 500 units plus 1 for the last 300 units, as 300 is a major fraction of 500. Therefore the recommended number of professional positions other than that of Chief Librarian is 16.

2. Clerical service

Item I,B,1 indicates how the number of positions in the clerical service is obtained: 40% of 17 positions (16 plus that of Chief Librarian) = 6.8 clerical positions or 60% of 17 positions = 10.2 clerical positions. Therefore the positions in the clerical service including student assistants should be between 10.2 and 6.8. Student assistants who perform clerical work in the library are in the clerical service and not in a separate service as a service is determined by the type of work performed. When student assistants fill part of the clerical positions they should be counted in terms of their full-time equivalent, i.e., if a full-time clerical assistant works 40 hours per week, then 4 students working 10 hours per week would hold 1 clerical position jointly.

For present purposes in this illustration use 10.2 clerical positions and divide them into 5 full-time clerical positions and 5.2 positions estimated in student assistants' time. 5.2 positions \times 40 hours per week \times 52 week-year = 10,816 hours of student assistance per year or 208 hours of student assistance per week.

3. Distribution of positions of professional service

Item I,C,1 shows the way the positions in the professional service are to be distributed as to professional grade: 10% of 16 positions in the professional service other than those of Chief Librarian and Associate (or Assistant) Chief Librarian = 1.5 positions which are

recommended to be of Professional Grade 5 according to these minimum standards. $25\% \text{ of } 15 = 3.75$ positions required to be of Professional Grades 3 or 4. Therefore, for the present analysis use 6 positions instead of 5.25 (1.5 plus 3.75) positions and divide them as follows: 1 position of Professional Grade 5, 2 positions of Professional Grade 4 and 3 positions of Professional Grade 3.

This distribution requirement for positions in the professional service has been included to assure a properly balanced staff with a sufficient number of junior administrators (chiefs and assistant chiefs of departments) to secure good management and yet with sufficient numbers of positions in all professional grades to assure adequate distribution of duties at the various levels.

The number of positions recommended as the minimum requirement for the staff organization takes into account average conditions as they exist in the country as a whole including an average building. Therefore the large building and the building not easily supervised will require more positions to render adequate service than does the compact building. If the reserves desk, for example, is separated from the Circulation Department, an additional number of professional and clerical positions and a larger number of hours of student help will be required to man it. The number of positions will be affected by the hours of opening often determined by local requirements and by the number of departmental and school or college libraries. Even if not regularly staffed by the library the work of making and maintaining departmental catalogs, gathering periodicals for binding, etc. places an additional load on the library staff.

B. Qualifications and salaries

1. Professional service

a. Qualifications

- 1) On page 7 item II,A,1,a brings out the fact that the position of Chief Librarian of a Class 4 University Library is established in the national pattern as Professional Grade 8. Minimum requirements of education and experience will be found on page 157 with further reference to pages 155-56. It is found that there are 6 ways of meeting the education and experience requirement as outlined in 6 paragraphs. The Chief Librarian should meet the requirements as set forth in one of these 6 paragraphs.
- 2) In like manner item II,A,1,b shows that the position of Associate (or Assistant) Chief Librarian is established as Professional Grade 6. In the national pattern all positions of Associate (or Assistant) Chief Librarian are automatically placed 2 grades below those of Chief Librarian. The education and experience requirements for the Associate (or Assistant) Chief Librarian are found on pages 155-56.

b. Salaries

- 1) The position of Chief Librarian in a Class 4 University Library is established as Professional Grade 8 which carries a minimum salary schedule of \$6960-7500-8100-8760-9300 (see item III,A,2,a). In this schedule \$6960 is the minimum salary for entrance to the position. 4 increments of approximately \$600 each have been provided and the maximum salary on this schedule is \$9300. As these are minimum standards the pay plan of the individual library may, of course, provide for Professional Grade 8 a higher minimum salary, different increments and a

- higher maximum salary. The schedule should not be lower than the one given in the national pattern.
- 2) The position of Associate (or Assistant) Chief Librarian in a Class 4 University Library is established as Professional Grade 6 which carries a minimum salary schedule of \$4800-5100-\$5400-5700-6000(see item II,A,2,b).
 - 3) The remainder of the professional staff are paid according to the professional grade of the position held. As 17 professional positions were needed to meet the minimum requirements for a Class 4 University Library 15 positions are still to be accounted for: 1 of Professional Grade 5, 2 of Professional Grade 4 and 12 of Professional Grades 3, 2 or 1. For present purposes in this discussion use 3 in Professional Grade 3, 6 in Professional Grade 2 and 3 in Professional Grade 1. Thus the 1 position of Professional Grade 5 is in the minimum salary schedule for that grade - \$4080-4320-4560-4800-5040; 2 positions of Professional Grade 4 are in the minimum salary schedule for that grade - \$3450-3660-3870-4080-4290; 3 positions of Professional Grade 3 are in the minimum salary schedule for that grade - \$2910-3090-3270-3450-3630; 6 positions of Professional Grade 2 are in the minimum salary schedule for that grade - \$2460-2610-2760-2910-3060; 3 positions of Professional Grade 1 are in the minimum salary schedule for that grade - \$2100-2220-2340-2460-2580.
2. Clerical service
- It has been found that the recommended number of positions in the clerical service is from 6.8 to 10.2 positions. For present purposes 5 full-time clerical positions plus 5.2 student assistants' positions or 10,816 hours of student assistance are used. To assure proper balance in the clerical service break this into: 1 position of Clerical Grade 3, 1 position of Clerical Grade 2, 3 positions of Clerical Grade 1 and 5.2 positions of Clerical Grade 1 or 10,816 hours of student help.
- On pages 149-50 are found the standards of education, experience and pay for clerical service. It is felt that student help on an hourly basis can adequately fill positions of Clerical Grade 1, therefore the hourly rate of student pay is computed. It is also recognized that positions of Clerical Grades 2 and 3 are of such a nature that they require more continuity in service and can not be filled satisfactorily by students who are working a few hours per week, therefore no hourly rates have been set up for these two grades. If student assistants are used for these higher grades of clerical service they should work in most instances not less than half time or 20 hours per week and should be on the regular monthly payroll.

C. Distribution of positions into general staff and departments

Continuing with a Class 4 University Library as an illustration, it is next necessary to arrange the positions in the hypothetical library into general staff positions and departments. The 17 professional and 5 clerical positions and the 10,816 hours per year (208 hours per week) of student help can be broken down for this illustration to make provision for Catalog, Circulation, Order and Reference Departments and for a departmental law library, a microphotography library and a browsing room. It must be remembered that part-time positions must be equated into full-time positions even though they are in two or more departments.

On page 15 it is found that the various departments have been set up to show the work included in each department in the national pattern. It follows that a different allocation of work between departments will affect the number of positions needed in them. For this illustration the positions are distributed as follows:

Chief Librarian - 1 position
 Associate (or Assistant) Chief Librarian - 1 position
 Secretary of Clerical Grade 3 - 1 position
 Junior Library Clerk - .5 position
 10 hours per week of student help for such work as messenger service - .25 position
 Catalog Department - 8 positions
 5 professional positions
 2 clerical positions
 40 hours per week of student help = 1 position
 Circulation Department - 7 positions
 3 professional positions
 1 clerical position
 120 hours per week of student help = 3 positions
 Order Department - 2.25 positions
 1.5 professional positions
 .5 clerical position
 10 hours per week of student help = .25 position
 Reference Department - 2.75 positions
 2.5 professional positions
 10 hours per week of student help = .25 position
 Law Library - 1.20 positions
 1 professional position
 8 hours per week of student help = .20 position
 Microphotography Library - 1.10 positions
 1 professional position
 4 hours per week of student help = .10 position
 Browsing Room - 1.15 positions
 1 professional position
 6 hours per week of student help = .15 position

On page 15 it is also found that:

1. A Catalog Department having in full-time equivalent a staff of 8 including the chief is a Class C Catalog Department
2. A Circulation Department having in full-time equivalent a staff of 7 including the chief is a Class B Circulation Department
3. An Order Department having in full-time equivalent a staff of 2.25 including the chief is a Class A Order Department
4. A Reference Department having in full-time equivalent a staff of 2.75 including the chief is a Class A Reference Department

Distribute the positions in the Class C Catalog Department

Turn to the section, Personnel Specifications for Library Positions in the Professional and Clerical Services, for the class specification for a Chief Catalog Librarian of a Class C Catalog Department on page 34. It is found that this position is a Professional Grade 5 position. Therefore the 1 position of Professional Grade 5 has been included which was required in the distribution of positions according to grades. As soon

as the personnel grade of the chief of department is set up the 8 positions in the department can be arranged in logical sequence.

The 8 positions (counting student help) can be set up as follows:

- 1 Chief Catalog Librarian - Professional Grade 5 (see p. 34)
- 1 Assistant Chief Catalog Librarian - Professional Grade 4
(see p. 37)
- 2 Intermediate Catalog Librarians - Professional Grade 2
(see p. 44)
- 1 Junior Catalog Librarian - Professional Grade 1 (see p. 45)
- .5 Senior Catalog Library Clerk - Clerical Grade 2 (see p. 130)
- 1.5 Junior Catalog Library Clerks - Clerical Grade 1 (see p. 131)
- 1 position or 40 hours per week of student help

The page numbers given after the grade refer to the pages on which the specifications for these positions appear.

Distribute the 7 positions (counting student help) in the Class B Circulation Department as follows:

Class B Circulation Department requires a Chief Circulation Librarian of Professional Grade 4.

- 1 Chief Circulation Librarian - Professional Grade 4
(see pp. 49-50)
- 1 Intermediate Circulation Librarian in charge of Reserves - Professional Grade 2 (see pp. 59 and 62)
- 1 Junior Circulation Librarian - Professional Grade 1
(see p. 63)
- 1 Junior Circulation Library Clerk - Clerical Grade 1
(see p. 135)
- 3 positions or 120 hours per week of student help

Break down the 2.25 positions (counting student help) in the Class A Order Department as follows:

Class A Order Department requires a Chief Order Librarian of Professional Grade 3.

- 1 Chief Order Librarian - Professional Grade 3 (see pp. 65-66)
- .5 Junior Order Librarian - Professional Grade 1 (see p. 79)
- .5 Senior Order Library Clerk - Clerical Grade 2 (see p. 137)
- .25 position or 10 hours per week of student help

Group the 2.75 positions (counting student help) in the Class A Reference Department as follows:

Class A Reference Department requires a Chief Reference Librarian of Professional Grade 3.

- 1 Chief Reference Librarian - Professional Grade 3 (see pp. 81-82)
- 1 Intermediate Reference Librarian - Professional Grade 2 (see p. 97)
- .5 Junior Reference Librarian - Professional Grade 1 (see p. 98)
- .25 position or 10 hours per week of student help

Break down the 1.2 positions (counting student help) in the Law Library as follows:

- 1 Law Librarian - Professional Grade 3 (see p. 110)
- .2 position or 8 hours per week of student help

Divide the 1.1 positions (counting student help) in the Micro-photography Library as follows:

- 1 Microphotography Librarian - Professional Grade 2 (see p. 117)
- .1 position or 4 hours per week of student help

Break down the 1.15 positions (counting student help) in the Browsing Room as follows:

- 1 Intermediate Librarian in charge of the Browsing Room - Professional Grade 2 (see pp. 102 and 127)
- .15 position or 6 hours per week of student help

General staff

- 1 Secretary - Clerical Grade 3 (see p. 143)
- .25 position or 10 hours per week of student help for such work as messenger service

D. Personnel specifications for library positions in the professional and clerical services

There have been included approximately 120 specifications of classes of positions which are most likely to occur in university libraries. No library will have all of them and in most libraries positions will exist which combine the work given here in two or more specifications. It will be noted that in the Circulation Department there has been set up in this illustration the position of Intermediate Circulation Librarian which includes charge of reserves - Professional Grade 2. This has been used instead of the position of Reserves Librarian of Professional Grade 3 to show how the individual library may set up a position of lower grade to obtain adequate distribution by placing the position under more careful supervision and allowing for less independent work. A new specification would need to be written which would combine parts of the specifications: Intermediate Circulation Librarian and Reserves Librarian. In like manner a higher grade position could be set up when needed and in line with the grading scheme by adding important duties. The two half-time clerical positions, Senior Catalog Library Clerk and Senior Order Library Clerk, could be combined. A specification for the resulting position should be written to combine the tasks performed in both halves of the position and the class title would probably be given as Senior Catalog and Order Library Clerk.

In the specification for each class of position six items are given: (1) the class title, (2) the definition of the class of position, (3) examples of typical tasks performed, (4) minimum qualifications both professional and personal, (5) the grade of professional or clerical service, and (6) the salary schedule.

If the person holding the position under consideration performs the duties as set forth in the definition of the class of position his position is one of that class regardless of his title, qualifications or compensation. Thus a simple classification plan can be drawn up by using merely this definition and omitting the examples of typical tasks and minimum qualifications. While better than nothing such a plan is still unsatisfactory. It must be made clear that if the incumbent performs the duties as set forth in the definition of the class of position, the position belongs in that class and therefore is of the personnel grade assigned it (either professional or clerical) even though the incumbent does not meet the minimum qualifications which are deemed necessary under usual circumstances for the satisfactory performance of the work. It follows that a person without full library school education may hold a position on the professional staff and conversely that a person with a degree from an accredited library school may hold a position on the clerical staff. Positions, not the incumbents, are classified.

On each specification there appears a reference to the page on which the detailed requirements of education and experience are given. This reference is made to save repetition of these alternates in each specification.

E. Working conditions, welfare and economic security

On page 8 it is found that minimum standards for working conditions, welfare and economic security follow the minimum standards for staff organization and qualifications and salaries. These have been included because they affect the size of the staff and the efficiency of the library. A well-balanced employee relations program is considered by most employers as the normal requirement in any plan for the successful administration of human relationships. Therefore those standards affecting the employment of personnel have been set down to show what are considered minimum standards for good personnel administration in libraries. They also affect the size of the staff required for proper administration of the library.

1. Hours of work. If a staff member works no more than 40 hours per week it requires a minimum of 2 persons to cover the hours of opening in a public service department open 80 hours per week plus additional staff to provide for the extra time needed away from the public to perform supervisory and other duties. If the requirement is 35 hours per week a minimum of 2.3 persons will be needed.
2. Vacations also affect the size of the staff. The minimum vacation of one month for professional staff must be considered in terms of positions. In a university where the library is open 12 months it follows that for every 11 positions an additional position must be provided to care for the vacation period of the 11 incumbents and the vacation of the additional person who has the 12th month for his vacation. Twelve full-time persons are therefore required to service 11 positions unless vacations can be scheduled in particularly slack periods when the hours can be curtailed or unless the staff from the technical departments can be used to cover the schedule during vacation periods. It is not usually desirable however to schedule technical department staff for this purpose except in great emergencies and for very short periods. The output of their work must not be retarded to the extent that the efficiency of the library is impaired.

3. Leaves for study or for illness also require arrangements for persons to fill the actual position during the leave. If a faculty member is granted leave his courses may not be offered for the semester or year. In a library, a position can not be cut out during a staff member's leave without impairing the work of the library.
 4. Pensions systems are of benefit to the employee and the employer. As he grows older, the employee can perform his work much more satisfactorily and efficiently when he is not worried about his future. The employer can retire the employee at the retirement age without worrying what will happen to the person who has given the library years of faithful service. Adequate retirement allowances make it unnecessary to continue the employment of one who is no longer capable of satisfactory performance. All positions should be filled by those who can do the work efficiently.

F. Annual salary budget

The recommended annual salary budget for a Class 4 University Library having a service unit load of 6800 units is computed as follows:

2000 units @ \$16 = \$32,000
 4800 units @ \$ 8 = 38,400
\$70,400

This formula for annual salary budget, like all other formulae used has been tested for many institutions.

The \$70,400 which is for staff salaries and student wages but not for maintenance staff can be broken down as follows among the positions on the staff according to their recommended grades:

1.	Professional service - 17 positions				
1	Chief Librarian - Professional Grade 8				
1	at first increment - \$7500	\$ 7 500.00			
1	Associate (or Assistant) Chief Librarian				
-	Professional Grade 6				
1	at first increment - \$5100	5 100.00			
1	position of Professional Grade 5				
1	at first increment - \$4320	4 320.00			
2	positions of Professional Grade 4				
1	at first increment - \$3660				
1	at minimum	3450			
		\$7110		7 110.00	
3	positions of Professional Grade 3				
2	at first increment (\$3090)-\$36180				
1	at minimum	2910			
		\$3090		9 090.00	
6	positions of Professional Grade 2				
1	at second increment -	\$2 760			
2	at first increment (\$2610) -	5 220			
3	at minimum (\$2460) -	7 380			
		\$15,360		15,360.00	
3	positions of Professional Grade 1				
1	at second increment -	\$2340			
1	at first increment -	2220			
1	at minimum	2100			
		\$6660		6 660.00	
				\$55,140.00	\$55,140.00

2. Clerical service - 5 full-time positions plus student help of 10,816 hours	
1 position of Clerical Grade 3 1 at minimum - \$1650	1 650.00
1 position of Clerical Grade 2 1 at first increment - \$1530	1 530.00
3 positions of Clerical Grade 1 2 at minimum (\$1350) - \$2700	
1 at first increment - <u>1410</u>	
	\$4110
	4 110.00
10,816 hours of student help 9800 at 65¢ per hour - \$6370.00	
1016 at 67¢ per hour - <u>680.72</u>	
	\$7050.72
	7 050.72
	\$14,340.72
	\$14,340.72
Grand Total	\$69,480.72

This leaves \$919.28 of the total salary budget of \$70,400 to be used for help during sick leaves and other emergencies. If the library has students whose wages are paid from the institutional budget though not necessarily charged against the library budget, consideration must be given this fact and the library budget adjusted accordingly.

G. Other standards

As the book stock, annual book budget and hours of opening have a definite bearing on the size and distribution of the positions they have been included. The formula used for each was tested to determine its adequacy.

1. Book stock recommended as minimum in a Class 4 University Library is estimated according to the service unit load of 6800 units as follows:

$$\begin{aligned} 100 \text{ books} \times 2000 \text{ units} &= 200,000 \text{ books} \\ 50 \text{ books} \times 2000 \text{ units} &= 100,000 \text{ books} \\ 30 \text{ books} \times 2000 \text{ units} &= 60,000 \text{ books} \\ 10 \text{ books} \times 800 \text{ units} &= 8,000 \text{ books} \end{aligned}$$

$$\text{Total} = 368,000 \text{ books}$$

2. Annual book budget - average expenditures for books, periodicals and binding for last five years - in this illustration should not be less than

$$\begin{aligned} 2000 \text{ units at } \$9 &= \$18,000 \\ 2000 \text{ units at } \$7 &= 14,000 \\ 2800 \text{ units at } \$4 &= 11,200 \end{aligned}$$

$$\text{Total} = \$43,200$$

3. Hours of opening - at least 80 hours weekly. It is not expected that all public service departments will be open during the full period, for example, some departmental libraries may be open much less if demand does not warrant. The circulation and reference departments should be open at least 80 hours per week.

IV. Make the classification plan for the specific library

Up to this point the discussion has illustrated how a hypothetical Class 4 University Library could be set up by applying the minimum standards recommended. The remainder of the discussion will explain how a specific library can see how it is actually set up and whether or not it meets the minimum personnel standards recommended for a Class 4 University Library.

Take the payroll of the library, add to it the list of those students on work scholarships, etc. whose wages are paid from the institutional budget though not necessarily charged against the library budget. Do not include volunteers or those paid from nonuniversity sources.

Against each name state department or departments to which the individual is assigned, whether his position or positions are in the professional or the clerical service (including students in the clerical service) and the amount of time worked in each position, i.e., John Smith - professional service - $\frac{1}{2}$ time Catalog Department, $\frac{1}{4}$ time Order Department, $\frac{1}{4}$ time general staff. When this has been completed arrange the positions into departments, departmental libraries and general staff and under each divide so the result shows the exact number of positions in the professional service and also in the clerical service. Turn the part-time positions in a department into their full-time equivalent and add them to the full-time positions in the same department. The total will show the size of the department and thus establish its class. When figures for each department are obtained, turn to page 15 and see what class of department each is according to the national pattern. For example, a Catalog Department with 7.5 positions in their full-time equivalent including the chief of department would be a Class B Catalog Department. The professional grade of the chief of department, therefore, would be one of Professional Grade 4. In breaking down the 7.5 positions it would be possible to have professional positions only of Professional Grades 3, 2 and 1 in that department.

By consulting the definitions for professional service and clerical service on p. xvi indicate against each position in the department whether it is actually professional or clerical as set up in the national pattern. In this way it can be seen whether a position considered professional in the specific library actually classifies as such in the national pattern. If the duties performed reveal that the position includes both professional and clerical duties, then the proportion of time spent and the importance of the tasks will determine the classification as professional or clerical. For example, a position with 60% professional and 40% clerical duties would classify as professional if the most important tasks performed were professional. Time should not be the only governing factor. When this hasty analysis or the actual job analysis of the library brings such a position to light, it is in the interests of good personnel administration to reallocate the duties assigned to it. A large proportion of clerical duties involved should be assigned to clerical staff members and from several clerical positions certain professional duties should be removed and assigned to the position in question so that it may have a higher proportion of professional duties.

After the positions in each department, etc. have been marked to show which are in the professional service and which are in the clerical service, the next step is to assign the class title and personnel grade to the positions within each group.

The Chief Librarian's position is automatically determined by the class of the library. This is also true for the position of Associate (or Assistant) Chief Librarian. The national pattern has been drawn up so that the position of Chief Librarian will always be 2 grades above that of Associate (or Assistant) Chief Librarian. If such a position does not exist in some libraries it follows that no position will be of that personnel grade except perhaps in the case of one chief of department who performs many of the duties of Associate (or Assistant) Chief Librarian, for example, acting for the Chief Librarian when he is away, in addition to his work as chief of department; if his position as chief of department in its own right classifies as a position of the personnel grade directly below that of the Associate (or Assistant) Chief Librarian these additional duties may be sufficient to classify it one grade higher. As the class of department establishes the class of position and thus the personnel grade for the chief of the department, the personnel grades of the various chiefs of departments are determined at a glance. All other positions in the department are of lower professional grades than that of the chief. In other words, it is a fact that the chief of department has heavier responsibilities than the other members of the department.

No assistant chief of department has been set up for a small department. In small departments which do not have assistant chiefs provision has been made for a position of the professional grade directly below that of chief of department.

For specialists within departments, departmental librarians and other specialists Professional Grades 3 and 2 have been used in the sample specifications. The individual library must determine the classification of such positions in relation to others within the department and with others on the staff in respect to the weight of duties and responsibilities so that like weights are given the same personnel grade.

Sample specifications are supplied as guides. After the personnel grades for the various positions in the library have been noted, the librarian, educator or surveyor will have a rough estimate of the library's position classification plan and can compare the specifications for the positions as set up in the national plan with the actual tasks performed, the qualifications of the incumbents and the salaries paid in the specific library. This will serve as a guide to check against until the library's actual job analysis can be undertaken and a classification and pay plan developed. It should be emphasized that such a plan is but a stopgap and is not recommended. Each library must make a job analysis of all positions on the staff, both full-time and part-time, before developing a satisfactory classification and pay plan. The form used by the 39 libraries which cooperated in making the job analysis for this study appears as Appendix B. This may serve as a guide to the library developing its own form.

As has been pointed out, the classification plan of the individual library, while following the national pattern in certain respects, will not do so in others with the result that any library's plan will fit

that library only. The specifications, while following the national pattern in style, etc. will apply to the actual positions in a given library as each specification is written to illustrate the actual work performed in the specific position.

V. Prepare the pay plan for the specific library

After the classification plan is developed the pay plan can then be developed. The plan used in this study will serve as a guide but the plan for the individual library will be developed with several considerations in mind:

1. The salaries paid the faculty and clerical staff of the institution;
2. The cost of living in the particular community;
3. The compensation paid in libraries in other institutions of higher education which are considered comparable because of like situations and conditions;
4. The compensation paid for work performed in comparable professions where duties and responsibilities are of equal weight;
5. The salaries in force in similar libraries in the area.

The subcommittee, in making the pay plan pattern for institutions of higher education as a whole, has set up what it considers are the minimum salary schedules acceptable for each personnel grade and therefore for the various classes of positions in the average library. It is assumed and expected that a library giving adequate service to its institution will exceed the minimum standards for all or many of the personnel grades and classes of positions.

For each class of position in the sample specifications prepared by the subcommittee, a minimum salary has been set and several increments have been provided. The salaries given, therefore, constitute a minimum schedule for each class of position and the final figure in each group is the suggested maximum for that class of position for the sample specification only. Each library will determine for each class of position in its classification and pay plan the minimum salary, the number of increments and the amounts of each, and the maximum salary.

CLASSES OF LIBRARIES

CLASS 1 - UNIVERSITY LIBRARY HAVING LESS THAN 2000 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 375 underclass (undergraduate) students other than honors students, 275 upperclass (undergraduate) students other than honors students, 50 honors students, 90 graduate students and 110 faculty members would total 1985 units and thus would be a Class 1 University Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 6 assistants' positions of professional grades

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 25% of the professional positions other than the Chief Librarian and the Associate or Assistant Chief Librarian shall be positions of Professional Grade 2 (see pp. 151-52)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 5 (see pp. 154-55)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 3 (see pp. 152-53)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 5

- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 3

- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-52)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50).

III. Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of its service load; and in no case less than \$21,250

V. Other standards

- A. The size of staff here specified for a Class 1 University Library assumes

1. Books

- a. The library has 100 books for each unit of its service load; and in no case less than 200,000 volumes

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of its service load; and in no case less than \$10,000

3. Hours of opening

- a. The library is open at least 50 hours weekly

CLASS 2 - UNIVERSITY LIBRARY HAVING 2000-3999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 600 underclass (undergraduate) students other than honors students, 450 upperclass (undergraduate) students other than honors students, 100 honors students, 135 graduate students and 190 faculty members would total 3290 units and thus would be a Class 2 University Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 6 assistants' positions of professional grades for first 2000 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 25% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 3 (see pp. 152-53)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 6 (see pp. 155-56)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 4 (see pp.153-54)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 6
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 4
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-53)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 2 University Library assumes

1. Books

- a. The library has 100 books for each unit of the first 2000 units of its service load; 50 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of the first 2000 units of its service load; \$7 for each unit thereafter

3. Hours of opening

- a. The library is open at least 62 hours weekly

CLASS 3 - UNIVERSITY LIBRARY HAVING 4000-5999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 1000 underclass (undergraduate) students other than honors students, 700 upperclass (undergraduate) students other than honors students, 200 honors students, 285 graduate students and 235 faculty members would total 5315 units and thus would be a Class 3 University Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 10 assistants' positions of professional grades for first 4000 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 4 and another 25% of Professional Grade 3

(see pp. 152-54)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 7 (see pp. 156-57)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 5 (see pp. 154-55)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 7

- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 5

- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-54)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 3 University Library assumes

1. Books

- a. The library has 100 books for each unit of the first 2000 units of its service load; 50 books for each unit of the next 2000 units; 30 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of the first 2000 units of its service load; \$7 for each unit of the next 2000 units; \$4 for each unit thereafter

3. Hours of opening

- a. The library is open at least 74 hours weekly

CLASS 4 - UNIVERSITY LIBRARY HAVING 6000-7999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 1500 underclass (undergraduate) students other than honors students, 1325 upperclass (undergraduate) students other than honors students, 235 honors students, 310 graduate students and 375 faculty members would total 7970 units and thus would be a Class 4 University Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 14 assistants' positions of professional grades for first 6000 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 5 and another 25% of Professional Grade 3 or 4

II. Qualifications and salaries.

(see pp. 152-55)

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 8 (see p. 157)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 6 (see pp. 155-56)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 8
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 6
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-55)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50)

III, Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 4 University Library assumes

1. Books

- a. The library has 100 books for each unit of the first 2000 units of its service load; 50 books for each unit of the next 2000 units; 30 books for each unit of the next 2000 units; 10 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of the first 2000 units of its service load; \$7 for each unit of the next 2000 units; \$4 for each unit thereafter

3. Hours of opening

- a. The library is open at least 80 hours weekly

CLASS 5 - UNIVERSITY LIBRARY HAVING 8000-9999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 2000 underclass (undergraduate) students other than honors students, 1650 upperclass (undergraduate) students other than honors students, 300 honors students, 375 graduate students and 450 faculty members would total 9950 units and thus would be a Class 5 University Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 18 assistants' positions of professional grades for first 8000 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 6 and another 25% of Professional Grade 4, 5 or 6 (see pp. 153-56)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 9 (see pp. 157-58)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 7 (see pp. 15c-57)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 9
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 7
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-56)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50)

III. Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the past 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 5 University Library assumes

1. Books

- a. The library has 100 books for each unit of the first 2000 units of its service load; 50 books for each unit of the next 2000 units; 30 books for each unit of the next 2000 units; 10 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of the first 2000 units of its service load; \$7 for each unit of the next 2000 units; \$4 for each unit thereafter

3. Hours of opening

- a. The library is open at least 80 hours weekly

CLASS 6 - UNIVERSITY LIBRARY HAVING 10,000-14,999 SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 3000 underclass (undergraduate) students other than honors students, 2100 upperclass (undergraduate) students other than honors students, 450 honors students, 600 graduate students and 700 faculty members would total 14,450 units and thus would be a Class 6 University Library.

Minimum Standards**I. Staff organization****A. Professional service**

1. In addition to the Chief Librarian, there shall be 22 assistants' positions of professional grades for first 10,000 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 6 or 7 and another 25% of Professional Grade 4, 5, 6 or 7 (see pp. 153-57)

II. Qualifications and salaries**A. Professional service****1. Qualifications**

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 10 (see p. 153)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 8 (see p. 157)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 10
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 8
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-57)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50)

III. Working conditions, welfare and economic security

A. Hours

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 6 University Library assumes

1. Books

- a. The library has 100 books for each unit of the first 2000 units of its service load; 50 books for each unit of the next 2000 units; 30 books for each unit of the next 2000 units; 10 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of the first 2000 units of its service load; \$7 for each unit of the next 2000 units; \$4 for each unit thereafter

3. Hours of opening

- a. The library is open at least 80 hours weekly

CLASS 7 - UNIVERSITY LIBRARY HAVING 15,000 OR MORE SERVICE UNITS

To establish the library's service unit load, in order to see in what class it belongs, count each underclass (undergraduate) student other than honors students as 1 unit, each upperclass (undergraduate) student other than honors students as 2 units, each honors student as 3 units, each graduate student as 4 units and each faculty member as 5 units. The library's service unit load is the total of these units and the number of units served establishes the class of the library. For example, a university with 6000 underclass (undergraduate) students other than honors students, 5300 upperclass (undergraduate) students other than honors students, 600 honors students, 2000 graduate students and 1525 faculty members would total 34,025 units and thus would be a Class 7 University Library.

Minimum Standards

I. Staff organization

A. Professional service

1. In addition to the Chief Librarian, there shall be 32 assistants' positions of professional grades for first 15,000 units plus 1 more assistant's position of professional grade for each additional 500 units or major fraction thereof

B. Clerical service

1. In addition to the professional staff, there shall be clerical and student workers sufficient to assure that not more than 60% or less than 40% of total staff hours shall be clerical or student service

C. Distribution

1. 10% of the professional positions other than the Chief Librarian and the Associate (or Assistant) Chief Librarian shall be positions of Professional Grade 6 or 7 and another 25% of Professional Grade 4, 5, 6, or 7 (see pp. 153-57)

II. Qualifications and salaries

A. Professional service

1. Qualifications

- a. The Chief Librarian has the education and experience required to hold a position of Professional Grade 10 (see p. 158)
- b. The Associate (or Assistant) Chief Librarian has the education and experience required to hold a position of Professional Grade 8 (see p. 157)

2. Salaries

- a. The compensation of the Chief Librarian shall be at least the minimum salary schedule for Professional Grade 10
- b. The compensation of the Associate (or Assistant) Chief Librarian shall be at least the minimum salary schedule for Professional Grade 8
- c. The remainder of the professional staff are paid according to the professional grade of the position held (see pp. 151-57)

B. Clerical service

1. Standards of education, experience and pay for the clerical service are maintained (see pp. 149-50)

III. Working conditions, welfare and economic security**A. Hours**

1. The regular working hours of the full-time library staff are not more than 40 per week

B. Vacations

1. In addition to legal holidays, the professional staff shall receive at least 1 month's vacation with pay and the clerical staff at least 2 weeks

C. Leaves

1. Upon application the members of the professional staff may be granted leaves of absence for study contributing to their professional advancement
2. Sick leave is permitted to all staff members up to 4 weeks annually and is cumulative for 3 years

D. Pensions

1. The employing institution contributes for all members of the library staff to some sort of retirement plan

IV. Annual salary budget

- A. For the last 5 years the library's average expenditures for staff salaries was not less than \$16 for each unit of the first 2000 units of its service load; \$8 for each unit thereafter

V. Other standards

- A. The size of staff here specified for a Class 7 University Library assumes

1. Books

- a. The library has 100 books for each unit of the first 2000 units of its service load; 50 books for each unit of the next 2000 units; 30 books for each unit of the next 2000 units; 10 books for each unit thereafter

2. Annual book budget

- a. For the last 5 years the library's average expenditures for books, periodicals and binding was not less than \$9 for each unit of the first 2000 units of its service load; \$7 for each unit of the next 2000 units; \$4 for each unit thereafter

3. Hours of opening

- a. The library is open at least 80 hours weekly

CLASSES OF DEPARTMENTS

A department having less than 2 full-time members including the chief is called nondepartmentalized. Part-time employees including student assistants paid by the library are counted in terms of their full-time equivalent. Professional schools and departmental library staffs should be counted in establishing the class of department if their work is directed by the comparable departments in the central library.

Catalog Department (including cataloging; classifying; subject heading; making and filing of all catalog cards; and certain processing details)

Class A - Staff of 2 to 4 full-time members including chief of department
Class B - Staff of 5 to 7 full-time members including chief of department
Class C - Staff of 8 to 10 full-time members including chief of department
Class D - Staff of 11 to 14 full-time members including chief of department
Class E - Staff of 15 or more full-time members including chief of department

Circulation Department (including not only all circulation work per se both regular and reserves but also interlibrary loans; shelving; stack care; inventory; etc.)

Class A - Staff of 2 to 6 full-time members including chief of department
Class B - Staff of 7 to 14 full-time members including chief of department
Class C - Staff of 15 to 19 full-time members including chief of department
Class D - Staff of 20 or more full-time members including chief of department

Order Department (including evaluating, selecting and ordering library materials; doing library bookkeeping; accessioning; handling gifts, exchanges and duplicates; doing all acquisition and preparation of periodicals work except their cataloging; and certain processing details)

Class A - Staff of 2 to 3 full-time members including chief of department
Class B - Staff of 4 to 5 full-time members including chief of department
Class C - Staff of 6 to 7 full-time members including chief of department
Class D - Staff of 8 or more full-time members including chief of department

Reference Department (including all work involving interpretation to the public of library materials including periodicals and documents; and locating information as well as materials themselves)

Class A - Staff of 2 to 3 full-time members including chief of department
Class B - Staff of 4 to 5 full-time members including chief of department
Class C - Staff of 6 to 7 full-time members including chief of department
Class D - Staff of 8 to 9 full-time members including chief of department
Class E - Staff of 10 or more full-time members including chief of department

PERSONNEL SPECIFICATIONS FOR LIBRARY POSITIONS
IN THE PROFESSIONAL AND CLERICAL SERVICES

Professional Grade 5 (see pp.154-55)

CHIEF LIBRARIAN (OR DIRECTOR)
Class 1 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 1 University Library having less than 2000 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; working knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF LIBRARIAN (OR DIRECTOR)
Class 2 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 2 University Library having 2000-3999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; good knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

CHIEF LIBRARIAN (OR DIRECTOR)
Class 3 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 3 University Library having 4000-5999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 7; broad knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 7

CHIEF LIBRARIAN (OR DIRECTOR)
Class 4 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 4 University Library having 6000-7999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 8; extensive knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; skill in coordinating work of various departments in a large library and in planning and directing a large staff; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 8

CHIEF LIBRARIAN (OR DIRECTOR)
Class 5 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 5 University Library having 3000-9999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 9; extensive knowledge of modern library organization, procedure, policy, aims and service; broad knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; skill in coordinating work of various departments in a large library and in planning and directing a large staff; ability to speak in public and to write clear and comprehensive reports; good knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 9

CHIEF LIBRARIAN (OR DIRECTOR)
Class 6 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 6 University Library having 10,000-14,999 service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 10; thorough knowledge of modern library organization, procedure, policy, aims and service; broad knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; skill in coordinating work of various departments in a large library and in planning and directing a large staff; ability to speak in public and to write clear and comprehensive reports; wide knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 10

CHIEF LIBRARIAN (OR DIRECTOR)
Class 7 Libraries

Definition of the Class of Position:

Subject to the policies and rules of the President and governing body of the institution, to do the work involved in operating a Class 7 University Library having 15,000 or more service units.

Examples of Typical Tasks:

Formulating and administering policies, rules and regulations for the purpose of securing the fullest use of the library by students and faculty; as a member of the faculty, participating in the formulation of the educational policies of the institution; acting as chairman or secretary of the library committee; maintaining official relationships with President, deans and bursar; making community contacts with faculty, students and alumni; preparing and administering the budget; developing the book collection that will implement the educational program; guiding the book selection policies; helping to plan new buildings or alterations in existing structures; preparing reports and memoranda; handling correspondence; conducting staff meetings; advising with chiefs of departments in their difficult problems; directing the work of the staff; supervising classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 10; thorough knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to the administration of a complex university library system having departmental and professional school and college libraries under the control of the central library; extensive knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; skill in coordinating work of various departments in a large library and in planning and directing a large staff; ability to speak in public and to write clear and comprehensive reports; broad knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 10

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 1 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 1 University Library having less than 2000 service units; to act as a chief of department; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; appreciation of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 2 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 2 University Library having 2000-3999 service units; to act as a chief of department; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 3 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 3 University Library having 4000-5999 service units; to act as a chief of department; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; working knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

Professional Grade 6 (see pp. 155-56)

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 4 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 4 University Library having 6000-7999 service units; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; good knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 5 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 5 University Library having 8000-9999 service units; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 7; broad knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 7

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 6 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 6 University Library having 10,000-14,999 service units; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 8; extensive knowledge of modern library organization, procedure, policy, aims and service; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 8

ASSOCIATE (OR ASSISTANT) CHIEF LIBRARIAN
Class 7 Libraries

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the supervisory work involved in the administration of a Class 7 University Library having 15,000 or more service units; and to do such other work as may be required.

Examples of Typical Tasks:

Directing the work of the staff through department heads to assure that students and faculty will make the most effective use of library facilities; making community contacts with faculty, students and alumni; assisting in preparing the budget; helping to develop the book collection that will implement the educational program; seeing that the library quarters are kept in good condition; supervising inventories; purchasing supplies and equipment; preparing reports and memoranda; handling correspondence; assisting with the classification of library positions, preparation of salary schedules and maintenance of personnel records; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as Chief Librarian in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 8; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to the administration of a complex university library system having departmental and professional school and college libraries under the control of the central library; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to plan, lay out, direct and coordinate the work of others; ability to speak in public and to write clear and comprehensive reports; good knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to contact with equal cordiality and effectiveness, staff members, faculty members and students; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 8

CATALOG LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the cataloging and classification of books in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Doing cataloging, classifying and subject heading; making master cards and adapting L.C. or other cards; recataloging when necessary; keeping shelf list; typing, revising and filing cards; supervising or handling processing details; developing the catalogs and the cataloging procedure to meet the needs of the institution; searching for catalog information; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; knowledge of books; reading knowledge of one or more foreign languages; skill in the performance of cataloging; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; ability to organize work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF CATALOG LIBRARIAN
Class A Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Catalog Department, i.e., having a staff of 2 to 4 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; doing cataloging, classifying and subject heading; supervising the preparing and filing of L.C. and other cards; supervising recataloging when necessary; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; good knowledge of books; reading knowledge of two or more foreign languages; ability to organize and direct a Catalog Department; appreciation of the objectives and procedures of higher education.

Personal: Good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

CHIEF CATALOG LIBRARIAN
Class B Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Catalog Department, i.e., having a staff of 5 to 7 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; doing cataloging, classifying and subject heading; supervising the preparing and filing of L.C. and other cards; supervising recataloging when necessary; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; good knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least one more language; ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately; and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF CATALOG LIBRARIAN
Class C Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Catalog Department, i.e., having a staff of 8 to 10 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; giving personal supervision to the difficult cataloging, classification and subject heading work including especially rare items and materials in less familiar languages; directing the preparing and filing of L.C. and other cards; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; wide knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least two more languages; demonstrated ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF CATALOG LIBRARIAN
Class D Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class D Catalog Department, i.e., having a staff of 11 to 14 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; giving personal supervision to the difficult cataloging, classification and subject heading work including especially rare items and materials in less familiar languages; directing the preparing and filing of L.C. and other cards; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; broad knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and in addition some knowledge of at least two more languages; demonstrated ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

CHIEF CATALOG LIBRARIAN
Class E Catalog Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class E Catalog Department, i.e., having a staff of 15 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the cataloging and related work for the members of the Catalog Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the catalogs and the cataloging procedure to meet the needs of the institution; giving personal supervision to the difficult cataloging, classification and subject heading work including especially rare items and materials in less familiar languages; directing the preparing and filing of L.C. and other cards; seeing that the necessary bibliographical tools and mechanical equipment are available for the work of the cataloging staff; making recommendations and decisions in matters of cataloging policy including cooperative undertakings with other libraries; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 7; thorough knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; thorough knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to relate the catalog details to the needs of the institution; ability to devise efficient cataloging methods; the perspective required to establish a wise balance between perfection and cost; wide knowledge of books, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and in addition some knowledge of at least two more languages; demonstrated ability to organize and direct a Catalog Department; knowledge of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 7

ASSISTANT CHIEF CATALOG LIBRARIAN
Class C Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian, to assist with the direction of a Class C Catalog Department, i.e., having a staff of 8 to 10 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the cataloging and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the catalogs and the cataloging procedure to meet the needs of the institution; handling difficult or important cataloging, classification and subject heading work; supervising recataloging when necessary; making recommendations in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to devise efficient cataloging methods; good knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least one more language; ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

ASSISTANT CHIEF CATALOG LIBRARIAN
Class D Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian, to assist with the direction of a Class D Catalog Department, i.e., having a staff of 11 to 14 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the cataloging and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the catalogs and the cataloging procedure to meet the needs of the institution; handling difficult or important cataloging, classification and subject heading work; supervising recataloging when necessary; making recommendations in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to devise efficient cataloging methods; wide knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least one more language; ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

ASSISTANT CHIEF CATALOG LIBRARIAN
Class E Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian, to assist with the direction of a Class E Catalog Department, i.e., having a staff of 15 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the cataloging and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the catalogs and the cataloging procedure to meet the needs of the institution; handling difficult or important cataloging, classification and subject heading work; supervising recataloging when necessary; making recommendations in matters of cataloging policy including cooperative undertakings with other libraries; maintaining a manual of cataloging routines; seeing that essential records and statistics are kept; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; broad knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; ability to devise efficient cataloging methods; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and in addition some knowledge of at least two more languages; ability to organize and direct a Catalog Department; understanding of the objectives and procedures of higher education.

Personal: Capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

Professional Grade 3 (see pp. 152-53)
Professional Grade 4 (see pp. 153-54)

CATALOG LIBRARIAN (REVISER)
Catalog Department

Definition of the Class of Position:

Under direction of the Chief Catalog Librarian, to revise the work of catalog librarians; and to do such other work as may be required.

Examples of Typical Tasks:

Revising cataloging, classification and subject heading work; giving directions and suggestions to members of the cataloging staff and aiding them with their difficult problems; cataloging the more difficult books; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3 or Professional Grade 4; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; good knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least one more language; understanding of the objectives and procedures of higher education.

Personal: Accuracy; alertness; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; scholarliness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

At least that of Professional Grade 4

Note: No differentiation has been made between the grades of Catalog Librarians (Revisers) because the grade depends not so much upon the size of the Catalog Department as upon the complexity of the books cataloged and the special research involved.

Professional Grade 3 (see pp. 152-53)
Professional Grade 4 (see pp. 153-54)

CATALOG LIBRARIAN (SPECIALIST IN A SUBJECT OR LANGUAGE FIELD)
Catalog Department

Definition of the Class of Position:

Under direction of the Chief Catalog Librarian, to have charge of the cataloging of books and other library materials in a highly specialized subject or an unusual language field; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the catalogs and the cataloging procedure to meet the needs of the special field; handling difficult cataloging, classification and subject heading work in the special field; seeing that the necessary bibliographical tools are available for cataloging work in the special field; keeping well informed on developments in the special field; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments and with specialists on the library staff and on the faculty in order to coordinate the work with that in other fields; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3 or Professional Grade 4, education to include specialization in the special field of knowledge; wide knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists, especially in the special field; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; good knowledge of books and other sources in the special field; reading knowledge of those foreign languages essential to the field; understanding of the objectives and procedures of higher education.

Personal: Accuracy; alertness; aptitude for research; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; scholarliness; self confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

At least that of Professional Grade 4

Note: No differentiation has been made between the grades of Catalog Librarians (Specialists in a Subject or Language Field) because the grade depends not so much upon the size of the Catalog Department as upon the complexity of the books catalogued and the special research involved.

Professional Grade 3 (see pp. 152-53)
Professional Grade 4 (see pp. 153-54)

CLASSIFICATION LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under direction of the Chief Catalog Librarian, to classify books and other library materials; to revise the classifications assigned by others; and to do such other work as may be required.

Examples of Typical Tasks:

Classifying new acquisitions; revising classifications assigned by others; reclassifying when necessary; developing new class numbers to meet current needs; supervising shelf-list work; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3 or Professional Grade 4; wide knowledge of the various systems of classification, of the procedures and problems of cataloging and of the uses of catalogs, bibliographies and book lists; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to classification; good knowledge of books; reading knowledge of two or more foreign languages and in addition some knowledge of at least one more language; understanding of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; scholarliness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

At least that of Professional Grade 4

Note: No differentiation has been made between the grades of Classification Librarians because the grade depends not so much upon the size of the Catalog Department as upon the complexity of the books classified and the special research involved.

SENIOR CATALOG LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian or other designated authority, to do cataloging of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of more than average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; searching for catalog information; making master cards and adapting L.C. or other cards; supervising and revising the work of junior librarians and library clerks; assisting with the more specialized work in the department; making recommendations in matters of cataloging policy; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; good knowledge of books; reading knowledge of two or more foreign languages; ability to do cataloging of more than average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE CATALOG LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian or other designated authority, to do cataloging of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; searching for catalog information; making master cards and adapting L.C. or other cards; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of classification and cataloging procedures and problems and of the uses of catalogs, bibliographies and book lists; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; knowledge of books; reading knowledge of one or more foreign languages; ability to do cataloging of average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR CATALOG LIBRARIAN
Catalog Department

Definition of the Class of Position:

Under supervision of the Chief Catalog Librarian or other designated authority, to do simple cataloging of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Doing simple cataloging of books and other library materials; searching for catalog information; making master cards and adapting L.C. and other cards; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of classification and cataloging procedures and problems, and of the uses of catalogs, bibliographies and book lists; understanding of modern library organization, procedure, policy, aims and service, particularly as they relate to cataloging; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple cataloging; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 1

CIRCULATION LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the work involved in the circulation of books in a library where this work is non-departmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the circulation procedure to meet the needs of the institution; assisting readers in the selection of books and in the use of the card catalog; keeping informed on needs of faculty members and students and acquainting them with available material; handling overdues; handling the work with reserves and interlibrary loans; arranging book displays, bulletin boards and exhibits; supervising the work of book shelving; taking inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; knowledge of books; reading knowledge of one or more foreign languages; skill in the performance of circulation work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to follow instructions; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF CIRCULATION LIBRARIAN
Class A Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Circulation Department, i.e., having a staff of 2 to 6 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; supervising the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; supervising the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; maintaining a manual of circulation routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately,

to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

at least that of Professional Grade 3

CHIEF CIRCULATION LIBRARIAN
Class B Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Circulation Department, i.e., having a staff of 7 to 14 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; directing the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; directing the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of circulation procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to use catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people

accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF CIRCULATION LIBRARIAN
Class C Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Circulation Department, i.e., having a staff of 15 to 19 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; directing the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; directing the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of circulation policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; broad knowledge of circulation procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people

accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF CIRCULATION LIBRARIAN
Class D Circulation Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class D Circulation Department, i.e., having a staff of 20 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the circulation and related work for the members of the Circulation Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; directing the work with reserves and interlibrary loans; directing the work of book shelving and stack maintenance; directing the taking of inventory; reading and appraising books and other materials and making recommendations for their acquisitions; making recommendations and decisions in matters of circulation policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; thorough knowledge of circulation procedure and problems; thorough knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people

accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

ASSISTANT CHIEF CIRCULATION LIBRARIAN
Class B Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian, to assist with the direction of a Class B Circulation Department, i.e., having a staff of 7 to 14 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the circulation and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; assisting in directing the work with reserves and interlibrary loans; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of circulation policy; maintaining a manual of circulation routines; keeping essential records and statistics; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 3

ASSISTANT CHIEF CIRCULATION LIBRARIAN
Class C Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian, to assist with the direction of a Class C Circulation Department, i.e., having a staff of 15 to 19 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the circulation and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; assisting in directing the work with reserves and interlibrary loans; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of circulation policy; maintaining a manual of circulation routines; keeping essential records and statistics; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of circulation procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

ASSISTANT CHIEF CIRCULATION LIBRARIAN
Class D Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian, to assist with the direction of a Class D Circulation Department, i.e., having a staff of 20 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the circulation and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the circulation procedure to meet the needs of the institution; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; assisting in directing the work with reserves and interlibrary loans; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of circulation policy; maintaining a manual of circulation routines; keeping essential records and statistics; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; broad knowledge of circulation procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Circulation Department; understanding of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

INTERLIBRARY LOAN LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under direction of the Chief Circulation Librarian or other designated authority, to have charge of interlibrary loans; and to do such other work as may be required.

Examples of Typical Tasks:

Directing interlibrary loan work; preparing and putting into effective use procedures for lending, borrowing and returning interlibrary loan materials; advising with faculty members and students as to their interlibrary loan needs; personally handling difficult situations arising from interlibrary loans; keeping informed of the sources of interlibrary loans; searching union catalogs, bibliographies and indexes; deciding which materials should be lent or requested as loans and which would require photographic reproduction for lending; suggesting purchase of available materials by the library when interlibrary loan seems inadvisable or is impossible; keeping necessary citation files; supervising the sending of date due notices and the collecting of funds to cover carriage and insurance on loans and necessary replacements; making recommendations in matters of circulation policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of interlibrary loan procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to interlibrary loan work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books including rare materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

RESERVES LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under direction of the Chief Circulation Librarian or other designated authority, to have charge of the work of the Reserves Book Room; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the work for the Reserves Book Room staff and seeing that they are effectively employed; developing the reserves procedure to meet the needs of the institution; advising with students regarding reserves assignments; conferring with faculty members on their reading assignments in order to adapt the work in the Reserves Book Room to the instructional aims of the institution and to serve the students more effectively; personally handling difficult situations and adjusting complaints; supervising the sending of overdue notices and the collecting of fines; directing the checking of reserves lists; displaying for student reference the lists of assigned reading under departments and course numbers; organizing and supervising reserves routines; making recommendations in matters of circulation policy; maintaining a manual of reserves routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reserves work; familiarity with the types of reserves assignments and their educational implications; good knowledge of books used for reserves reading; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

SUPERVISING LIBRARIAN OF STACKS
Circulation Department

Definition of the Class of Position:

Under direction of the Chief Circulation Librarian or other designated authority, to have charge of stack work; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the work of the Stack Clerks and seeing that they are effectively employed; giving them directions and suggestions, aiding them with their difficult problems and revising their work; formulating and administering stack policies, rules and regulations; advising with readers at the stack desk; charging and discharging books at the stack desk; assigning stack carrels; issuing stack permits; directing the work of book shelving and stack maintenance; planning reshelfing and other stack reorganization; supervising the taking of inventory; maintaining a manual of stack routines; keeping statistics; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; alertness; capacity for detail; cooperativeness; good judgment; initiative; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

SENIOR CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do circulation work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; arranging book displays, bulletin boards and exhibits; giving book talks; compiling lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; assisting with the more specialized work of the department; making recommendations in matters of circulation policy; supervising and revising the work of junior librarians and library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of circulation procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to do circulation work of more than average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do circulation work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; assisting in the preparation of reading lists; assisting with the technical work of the department; helping, when necessary, with circulation routines, such as handling overdues and reserves, charging and discharging books and taking inventory; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of circulation procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; ability to do circulation work of average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR CIRCULATION LIBRARIAN
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to do simple circulation work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; assisting with the technical work of the department; helping, when necessary with circulation routines, such as handling overdues and reserves, charging and discharging books and taking inventory; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of circulation procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to circulation work; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple circulation work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; resourcefulness; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

ORDER LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the order work in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Developing the order procedure to meet the needs of the institution; ordering books and other printed materials; obtaining order data from bibliographical tools; handling orders and shipments; supervising or handling processing details; interviewing publishers' representatives; handling the acquisition and disposition of gifts; checking bibliographies, auction and second-hand catalogs; accessioning books; ordering L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; maintaining a manual of order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of order procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of one or more foreign languages; skill in the performance of order work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; ability to organize work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF ORDER LIBRARIAN
Class A Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Order Department, i.e., having a staff of 2 to 3 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the order and related work for the members of the Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; ordering books and other printed materials; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; organizing and directing the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; supervising bibliographic searching; supervising accessioning; supervising the ordering of L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; maintaining a manual of order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of order procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages; ability to organize and direct an Order Department; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to

organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates. .

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF ORDER LIBRARIAN
Class B Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Order Department, i.e., having a staff of 4 to 5 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the order and related work for the members of the Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; ordering books and other printed materials; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; organizing and directing the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; supervising bibliographic searching; supervising accessioning; supervising the ordering of L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; maintaining a manual of order routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of order procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages and sufficient familiarity with at least one more to make effective use of national bibliographies; ability to organize and direct an Order Department; understanding of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and

supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF ORDER LIBRARIAN
Class C Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Order Department, i.e., having a staff of 6 to 7 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the order and related work for the members of the Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; handling difficult or important matters relating to order work; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades—foreign book agents, book jobbers, private owners and auction houses; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; broad knowledge of order procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; wide knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages and sufficient familiarity with at least two more to make effective use of national bibliographies; demonstrated ability to organize and direct an Order Department; understanding of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get

along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF ORDER LIBRARIAN
Class D Order Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class D Order Department, i.e., having a staff of 8 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the order and related work for the members of the Order Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; handling difficult or important matters relating to order work; participating in the preparation of book budgets; administering the funds within the limits of the book budget; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of order policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; thorough knowledge of order procedure and problems; thorough knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; thorough knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; appreciation of scholarship; reading knowledge of two or more foreign languages and sufficient familiarity with several more to make effective use of national bibliographies; demonstrated ability to organize and direct an Order Department; wide knowledge of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get

along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

at least that of Professional Grade 6

ASSISTANT CHIEF ORDER LIBRARIAN
Class C Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian, to assist with the direction of a Class C Order Department, i.e., having a staff of 6 to 7 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the order and related work; subject to the direction of the chief, giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmental needs and opportunities for book acquisition; handling difficult or important matters relating to order work; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; supervising the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; supervising bibliographic searching; supervising accessioning; supervising the ordering of L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of order policy; maintaining a manual of order routines; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of order procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages and some familiarity with at least one more to make effective use of national bibliographies; ability to organize and direct an Order Department; understanding of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 4

ASSISTANT CHIEF ORDER LIBRARIAN
Class D Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian, to assist with the direction of a Class D Order Department, i.e., having a staff of 8 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the order and related work; subject to the direction of the chief, giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the order procedure to meet the needs of the institution; discussing with faculty and instructional departments departmentsl needs and opportunities for book acquisition; handling difficult or important matters relating to order work; dealing with representatives of the book trades--foreign book agents, book jobbers, private owners and auction houses; supervising the acquisition and disposition of gifts, exchanges and duplicates; checking bibliographies, auction and second-hand catalogs; supervising bibliographic searching; supervising accessioning; supervising the ordering of L.C. and other cards; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations in matters of order policy; maintaining a manual of order routines; preparing reports and memoranda; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; broad knowledge of order procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; ability to devise efficient order methods; wide knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages and some familiarity with at least two more to make effective use of national bibliographies; ability to organize and direct an Order Department; understanding of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

GIFTS AND EXCHANGES LIBRARIAN
Order Department

Definition of the Class of Position:

Under direction of the Chief Order Librarian, to have charge of the handling of gifts and exchanges; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work of gifts and exchanges; checking in gifts and exchanges; building want lists; building lists of duplicates; claiming missing numbers of exchanges; arranging new exchanges; making recommendations in matters of order policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence relating to exchanges; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of gifts and exchanges procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to gifts and exchanges work; good knowledge of books; reading knowledge of two or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; self-confidence; systematic methods of work; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

SERIALS LIBRARIAN
Order Department

Definition of the Class of Position:

Under direction of the Chief Order Librarian, to have charge of the checking and distribution of serials; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the serials work; developing the serials procedure to meet the needs of the institution; checking in and distributing serials; claiming missing numbers of serials; making suggestions as to the acquisition of serials; making recommendations in matters of order policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of serials procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to serials work; ability to make the best use of periodical indexes; good knowledge of books; reading knowledge of two or more foreign languages including German and French; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; good judgment; initiative; intellectual curiosity; orderliness; resourcefulness; self-confidence; systematic methods of work; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 3

SENIOR ORDER LIBRARIAN
Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian or other designated authority, to do order work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling the more difficult or important order matters; ordering books and other printed materials; handling gifts, exchanges and continuations; searching for out-of-print items; checking bibliographies, auction and second-hand catalogs; reading and appraising books and other materials and making recommendations for their acquisition; handling correspondence; supervising and revising the work of junior librarians and library clerks; assisting with the more specialized work in the department; making recommendations in matters of order policy; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; wide knowledge of order procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; good knowledge of library materials, especially books, book markets, editions, publishing standards, publishers' output, prices and discounts, copyright and customs laws and regulations insofar as they relate to books; reading knowledge of two or more foreign languages; ability to do order work of more than average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE ORDER LIBRARIAN
Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian or other designated authority, to do order work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling order work of average difficulty; ordering books and other printed materials; handling gifts, exchanges and continuations; claiming missing issues of periodicals; searching for out-of-print items; reading and appraising books and other materials and making recommendations for their acquisition; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; good knowledge of order procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; knowledge of books; reading knowledge of one or more foreign languages; ability to do order work of average difficulty; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; systematic methods of work; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR ORDER LIBRARIAN
Order Department

Definition of the Class of Position:

Under supervision of the Chief Order Librarian or other designated authority, to do simple order work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling simple order items; searching records for books requested; searching for bibliographical information on current books; ordering L.C. and other cards; claiming missing issues of periodicals; reading and appraising books and other materials and making recommendations for their acquisition; assisting with the technical work in the department; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; working knowledge of order procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to order work; knowledge of books; reading knowledge of one or more foreign languages; ability to do simple order work; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; good judgment; orderliness; resourcefulness; ability to follow instructions; ability to supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 1

REFERENCE LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian, to have charge of the reference work in a library where this work is nondepartmentalized; and to do such other work as may be required.

Examples of Typical Tasks:

Giving reference service to students and faculty; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; giving or supervising instruction in the use of the library; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of reference procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; skill in the performance of reference work; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to organize work; ability to follow instructions; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

CHIEF REFERENCE LIBRARIAN
Class A Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class A Reference Department, i.e., having a staff of 2 to 3 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of reference procedure and problems; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books and other reference materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and

people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

CHIEF REFERENCE LIBRARIAN
Class B Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class B Reference Department, i.e., having a staff of 4 to 5 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; wide knowledge of reference procedure and problems; good knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; good knowledge of books and other reference materials; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and

people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 4

CHIEF REFERENCE LIBRARIAN
Class C Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class C Reference Department, i.e., having a staff of 6 to 7 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for the members of the staff; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; wide knowledge of reference procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and other reference materials; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact;

ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

CHIEF REFERENCE LIBRARIAN
Class D Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class D Reference Department, i.e., having a staff of 8 to 9 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; broad knowledge of reference procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and other reference materials and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to

size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At Least that of Professional Grade E

CHIEF REFERENCE LIBRARIAN
Class E Reference Department

Definition of the Class of Position:

Under direction of the Chief Librarian or the Associate (or Assistant) Chief Librarian, to have charge of the work of a Class E Reference Department, i.e., having a staff of 13 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Laying out and assigning the reference and related work for the members of the Reference Department staff and seeing that they are effectively employed; giving them directions and suggestions and aiding them with their difficult problems; developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 7; thorough knowledge of reference procedure and problems; thorough knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and other reference materials, appreciation of scholarship and the research program and understanding of research methodology; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; demonstrated ability to organize and direct a Reference Department; teaching ability; knowledge of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to

size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 7

ASSISTANT CHIEF REFERENCE LIBRARIAN
Class D Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian, to assist with the direction of a Class D Reference Department, i.e., having a staff of 3 to 9 full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the reference and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the reference procedure and materials to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; assisting in directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 5; wide knowledge of reference procedure and problems; broad knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and other reference materials; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 5

ASSISTANT CHIEF REFERENCE LIBRARIAN
Class E Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian, to assist with the direction of a Class E Reference Department, i.e., having a staff of 10 or more full-time members (or their equivalent in part-time) including the chief; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the reference and related work; giving directions and suggestions to the members of the staff and aiding them with their difficult problems; assisting in developing the reference procedure and problems to meet the needs of the institution; consulting with faculty and instructional departments on reference needs in their particular fields; handling difficult or important reference matters, especially for the faculty and graduate students; giving or supervising instruction in the use of the library on both undergraduate and graduate levels; assisting in directing the work of the reference, bibliography, documents and periodicals reading rooms and any other reading rooms under the jurisdiction of the Reference Department; arranging for the reproduction of research materials; compiling indexes, lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; making recommendations and decisions in matters of reference policy; maintaining a manual of reference routines; preparing reports and memoranda; preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities; acting as chief in the absence of that official.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 6; broad knowledge of reference procedure and problems; extensive knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; ability to make the best use of catalogs, bibliographies, book lists and indexes; wide knowledge of books and other reference materials and appreciation of scholarship; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; ability to organize and direct a Reference Department; teaching ability; understanding of the objectives and procedures of higher education.

Personal: Aptitude for research; awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to judge personnel.

Minimum Salary Schedule:

At least that of Professional Grade 6

ARCHIVIST
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of non-current university records, off-campus public records not provided for in the documents collection, manuscript material of local interest and faculty and alumni publications; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; acquiring and preparing material suitable for the university archives; carrying on bibliographic and research projects; handling gifts and exchanges; answering reference questions; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include training in historiography; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to work with archives; good knowledge of books, materials and subject matter covered by the collection; sufficient foreign language background to be able to interpret the collection; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; sense of humor; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

BIBLIOGRAPHER
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of the work of compiling, editing and evaluating bibliographies; to advise on editions, format and other technical phases of bibliography; and to do such other work as may be required.

Examples of Typical Tasks:

Compiling bibliographies on research subjects submitted by faculty, graduate students or by the library itself; locating bibliographic information on titles for which incomplete data are submitted; collaborating with subject specialists on the faculty in developing bibliographic tools in that field; keeping informed on developments in the field of bibliography; answering reference questions; making recommendations in matters of reference policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the book arts; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to bibliographic work; ability to make the best use of reference and bibliographic tools; good knowledge of reference and research methodology; good knowledge of books and reference and research materials; reading knowledge of two or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; interest in book trade; orderliness; poise; resourcefulness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DOCUMENTS LIBRARIAN
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of government publications; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; selecting and acquiring government publications; assisting in classification and cataloging of documents; checking government document indexes and bibliographies; answering reference questions involving government publications; making recommendations in matters of reference policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence relating to documents; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include special preparation in government publications; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to documents work; good knowledge of books and other sources in the special field; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

BIBLIOGRAPHER
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of the work of compiling, editing and evaluating bibliographies; to advise on editions, format and other technical phases of bibliography; and to do such other work as may be required.

Examples of Typical Tasks:

Compiling bibliographies on research subjects submitted by faculty, graduate students or by the library itself; locating bibliographic information on titles for which incomplete data are submitted; collaborating with subject specialists on the faculty in developing bibliographic tools in that field; keeping informed on developments in the field of bibliography; answering reference questions; making recommendations in matters of reference policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the book arts; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to bibliographic work; ability to make the best use of reference and bibliographic tools; good knowledge of reference and research methodology; good knowledge of books and reference and research materials; reading knowledge of two or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; awareness of community; good judgment; initiative; intellectual curiosity; interest in book trade; orderliness; poise; resourcefulness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DOCUMENTS LIBRARIAN
Reference Department

Definition of the Class of Position:

Under direction of the Chief Reference Librarian, to have charge of government publications; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; selecting and acquiring government publications; assisting in classification and cataloging of documents; checking government document indexes and bibliographies; answering reference questions involving government publications; making recommendations in matters of reference policy; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence relating to documents; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include special preparation in government publications; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to documents work; good knowledge of books and other sources in the special field; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; systematic methods of work; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

SENIOR REFERENCE LIBRARIAN
Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian or other designated authority, to do reference work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling the more difficult or important reference matters, especially for faculty or graduate students; reading and appraising books and other materials and making recommendations for their acquisition; giving instruction in the use of the library; supervising the work of the reference, bibliography, documents and periodicals reading rooms and any other rooms under the jurisdiction of the Reference Department; compiling indexes, lists and bibliographies; assisting with the more specialized work in the department; making recommendations in matters of reference policy; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of reference procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; working knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; good knowledge of books and other reference materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to do reference work of more than average difficulty; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE REFERENCE LIBRARIAN
Reference Department

Definition of the Class of Position:

Under supervision of the Chief Reference Librarian or other designated authority, to do reference work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Handling reference matters of average difficulty; giving instruction in the use of the library; working in the reference, bibliography, documents and periodicals reading rooms and any other rooms under the jurisdiction of the Reference Department; compiling indexes, lists and bibliographies; assisting with the technical work in the department; keeping essential records and statistics; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of reference procedure and problems and of the uses of catalogs, bibliographies, book lists and indexes; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to reference work; knowledge of books and other reference materials; reading knowledge of one or more foreign languages; ability to do reference work of average difficulty; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; intellectual curiosity; orderliness; poise; resourcefulness; sense of humor; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR REFERENCE LIBRARIAN
Reference Department

ition of the Class of Position:

der supervision of the Chief Reference Librarian or other designated
rity, to do simple reference work of a character calling for the appli-
on of modern library techniques; and to do such other work as may be
ired.

amples of Typical Tasks:

Handling simple reference matters; assisting in the work of the reference,
liography, documents and periodicals reading rooms and any other rooms under
jurisdiction of the Reference Department; assisting in compiling indexes,
sts and bibliographies; assisting with the technical work in the department;
upervising and revising the work of library clerks; keeping in touch with
library developments by attending conferences and reading professional
literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade
1; knowledge of reference procedure and problems and of the uses of catalogs,
bibliographies, book lists and indexes; understanding of modern library
organization, procedure, policy, aims and service, particularly as they
relate to reference work; knowledge of books and other reference materials;
reading knowledge of one or more foreign languages; ability to do simple
reference work; teaching ability; appreciation of the objectives and pro-
cedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; intellectual curiosity;
orderliness; poise; resourcefulness; tact; ability to follow instructions;
ability to supervise; ability to get along well with faculty, superiors, co-
workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

AGRICULTURAL LIBRARIAN**Definition of the Class of Position:**

Under direction of the Chief Librarian or other designated authority, to administer library service for a school or college of agriculture; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a school or college of agriculture; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of the literature of agriculture and allied fields; reading knowledge of German; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

AUDIO-VISUAL LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of the acquisition, organization and dissemination of audio-visual aids and equipment; and to do such other work as may be required.

Examples of Typical Tasks:

Planning the materials and equipment to be purchased or rented, in conference with the teachers; making community contacts; attending teachers meetings; keeping informed on needs of faculty members and students and acquainting them with available material; organizing the materials for efficient and effective use; planning a distribution system which will enable teachers to have equipment and materials at specified hours; keeping equipment in good condition and performing minor repairing; checking audio-visual lists for desirable items; reporting desirable radio programs; assisting in planning film strips, slides, recordings for instructional use; taking inventory; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of audio-visual equipment and materials; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

BINDING LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of the work of preparing books, periodicals and other library materials for binding or repair and seeing that they are bound or repaired according to specifications submitted; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; developing the binding procedure to meet the needs of the institution; determining whether a book should be rebound as a rare book or ordinary volume, repaired, mended or replaced by a new copy; making decisions on the binding of books requiring special treatment such as those having large folded maps and charts or those which must be sewed to open flat or hinged on linen strips; supervising the bibliographical searching for correct author and title entries of serials, methods and dates of publication and changes of titles; advising assistants as to entries, material and lettering for titles not previously bound; overseeing the examination and collation of scientific and learned publications particularly those in foreign languages; determining the kind of cloth, leather or other material to be used for special books, the nature and method of lettering and advising assistants in the selection of material and lettering for ordinary volumes; directing the writing of binding specifications; handling difficult or important matters relating to binding work; seeing that the books returned from the bindery have been correctly bound or repaired; maintaining a manual of routines including a file of patterns for titles previously bound; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; directing the handling of mail and express shipments; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of binding procedure and problems; knowledge of modern library organization, procedure, policy, aims and service, particularly as they relate to binding work; ability to use catalogs, bibliographies, book lists and indexes; knowledge of structure and wearing qualities of paper, cloth, leather, foil, ink and other materials used in binding, repair and mending; reading knowledge of two or more foreign languages; knowledge of books; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; business acumen; capacity for detail; good judgment; good memory; initiative; intellectual curiosity; orderliness; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately and to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Professional Grade 2

BROWSING ROOM LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of a browsing room; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work of the Browsing Room; making community contacts; helping readers to find books they will enjoy reading; personally handling difficult situations with the faculty and students and adjusting complaints; organizing and conducting book discussion groups; giving book talks; studying the reading interests of groups within the institution; keeping well informed on campus and general events; charging and discharging books and handling waiting lists; supervising the work of book shelving and stack maintenance; taking inventory; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; wide knowledge of good books and an enthusiastic desire to encourage the reading of them; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

COLLEGE LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian, to have charge of the college library when it forms a separate unit in the university; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a college library when it forms a separate unit in the university; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; developing the book collection that will implement the educational program; coordinating the work of the college library with that of the university library to avoid duplication; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DEPARTMENTAL LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of a departmental library when the collection is housed inside or outside the central library building; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the subject field; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of books and other sources in the special field; such foreign languages background as is required for the interpretation of the collection; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

DORMITORY LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of libraries in the dormitories; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work for the dormitory libraries; personally handling difficult situations with students and adjusting complaints; maintaining collections of books in the dormitories and residence halls; changing these collections to provide for the reading interests of students; preparing reading lists; organizing and conducting book discussion groups; giving book talks; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; knowledge of good books and a desire to encourage the reading of them; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

ENGINEERING LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to administer library service for a school or college of engineering; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a school or college of engineering; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of the literature of engineering and allied fields; reading knowledge of German; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

EXTENSION LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of library extension service; and to do such other work as may be required.

Examples of Typical Tasks:

Planning, organizing and directing a program of service to extension readers; maintaining relations with outside agencies; giving information or simple reference service; answering reference questions; giving readers' advisory service; compiling reading lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling mail, freight and express shipments; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in education and psychology; socio-logical and rural community background; experience with organizations; understanding of modern library organization, procedure, policy, aims and service; good knowledge of popular reading materials and studies of reading interests; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INSTRUCTOR IN THE USE OF THE LIBRARY

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to teach the use of the library to students; and to do such other work as may be required.

Examples of Typical Tasks:

Giving class instruction in the use of the library to freshmen and other classes; making preparation for these classes; developing course outlines; grading papers and keeping student records; conferring with students; giving more informal instruction as part of English, social science or other classes; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in education and psychology; teaching experience; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in young people; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

JUNIOR COLLEGE LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian, to have charge of the junior college library when it forms a separate unit in the university; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a junior college when it forms a separate unit in the university; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; developing the book collection that will implement the educational program; coordinating the work of the junior college library with that of the university library to avoid duplication; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

LAW LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to administer library service for a school or college of law; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a school or college of law; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available information; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of the literature and terminology of law and of the techniques in using legal literature; reading knowledge of Latin and of French or German; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

LIBRARIAN IN CHARGE OF DEPARTMENTAL LIBRARIESDefinition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have general supervision of the departmental libraries; and to do such other work as may be required.

Examples of Typical Tasks:

Formulating, with departmental librarians, policies, rules and regulations for the purpose of securing the fullest use of the departmental libraries by students and faculty; making community contacts; maintaining good relations between departmental libraries and the university library; personally handling difficult situations with the faculty and students and adjusting complaints; organizing the system of sending books to and from departmental libraries; keeping records of books charged to departmental libraries; tracing books lost in transit; directing the inventory of departmental library book collections; maintaining a manual of routines; preparing reports and memoranda; conducting staff meetings; consulting with chiefs of departments; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency; developing the latent abilities of staff members and in general promoting staff esprit de corps; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 4; knowledge of modern library organization, procedure, policy, aims and service; knowledge of university organization; good knowledge of books; reading knowledge of two or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; capacity for leadership; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 4

LIBRARIAN IN CHARGE OF EXHIBITIONS AND PUBLICITY

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of publicity and exhibits for the library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; keeping well informed on campus and general events; preparing news items about the library to be printed in the campus and city papers; editing library publications; preparing handbooks, booklets or guides to the library's resources; arranging exhibits inside or outside the library which will further the educational program of the library; borrowing loan exhibits to be shown in the library; arranging for programs to be broadcast over the radio; giving talks about the library's resources; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of the principles and practices of exhibit and publicity procedure; knowledge of rare books and exhibit material; reading knowledge of one or more foreign languages; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

LIBRARIAN OF SPECIAL COLLECTIONS

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of special collections; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; enlarging the collection by purchase and exchange of books; answering reference questions; compiling indexes, lists and bibliographies; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in the fields covered by the collections; familiarity with modern library organization, procedure, policy, aims and service; knowledge of books and other materials in the field of the collections concerned; such foreign language background as is required for the interpretation of the collections; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; good memory; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

LIBRARY SCIENCE LIBRARIAN**Definition of the Class of Position:**

Under direction of the Chief Librarian and the Director of the Library School, to administer library service for the library school; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the library school; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; organizing practice and library science collections; answering reference questions; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of library literature and of the materials and subject matter included in the library school collection; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

MATERIALS LABORATORY LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to have charge of a materials laboratory, including children's literature, texts, courses of study, materials bureau and other educational material needed for teacher training; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work of a materials laboratory; developing the procedure and material to meet the needs of teachers in training; attending teachers meetings; conferring with the heads of elementary, secondary and higher education departments in order to coordinate the work in instruction and research in those fields; keeping well informed on developments, especially in education and in the materials of education; compiling lists and bibliographies; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include specialization in education and psychology; working knowledge of reference procedure and problems; familiarity with modern library organization, procedure, policy, aims and service, particularly as they relate to problems in education; ability to make the best use of catalogs, bibliographies, book lists and indexes; knowledge of the literature of education and related fields and a knowledge of all reference materials; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

MEDICAL LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to administer library service for a school or college of medicine; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a school or college of medicine; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of the literature of medicine and allied fields; reading knowledge of German; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

MICROPHOTOGRAPHY LIBRARIAN**Definition of the Class of Position:**

Under direction of the Chief Librarian or other designated authority, to have charge of the acquisition, organization and dissemination of microfilm and equipment; to have charge of other photographic processes; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; filming books, manuscripts and other materials; making photostats and lantern slides; servicing and distributing films and other material; caring for and inspecting reading machines; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; familiarity with modern library organization, procedure, policy, aims and service; knowledge of equipment involved in microphotography; acquaintance with mechanics of microfilming and equipment; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

RARE BOOKS LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to develop, preserve and interpret the rare book collection; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the work; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; selecting and acquiring rare books; cataloging and classifying them; caring for their preservation; arranging exhibits; giving lectures and talks on rare books; answering reference questions; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; handling correspondence; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3, education to include specialization in paleography, incunabula and rare books; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; such foreign language background as is required for the interpretation of the collection; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; aptitude for research; awareness of community; good judgment; good memory; initiative; intellectual curiosity; orderliness; poise; resourcefulness; scholarliness; self-confidence; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

READERS' ADVISER

Definition of the Class of Position:

Under direction of the Chief Librarian or other designated authority, to guide and stimulate reading by students and other members of the community; and to do such other work as may be required.

Examples of Typical Tasks:

Acting as consultant for individual readers and assisting them to find the books and other materials most suited to their reading interests and needs; organizing and conducting book discussion groups; preparing reading courses and programs; investigating the reading needs of study groups; keeping well informed on campus and general events; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; keeping essential records and statistics; preparing reports and memoranda; consulting with chiefs of departments; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to make the best use of catalogs, bibliographies, books lists and indexes; good knowledge of books and other reference materials; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; skill in reading guidance; ability to speak in public; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; good memory; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

THEOLOGY LIBRARIAN**Definition of the Class of Position:**

Under direction of the Chief Librarian or other designated authority, to administer library service for a school or college of theology; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for a school or college of theology; making community contacts; helping readers or seeing that they are assisted in the selection of books and in the use of the catalog; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; building the collection by selection of books and periodicals in the subject field; supervising the circulation of books; answering reference questions; compiling indexes, lists and bibliographies; arranging for the reproduction of research materials; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; handling correspondence; preparing work schedules for members of the staff; consulting with chiefs of departments; supervising and revising the work of intermediate and junior librarians and library clerks assigned to the library; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; understanding of modern library organization, procedure, policy, aims and service; ability to use catalogs, bibliographies, book lists and indexes; thorough knowledge of the literature of theology and allied fields; reading knowledge of Latin, Greek, Hebrew or German; appreciation of the objectives and procedures of higher education.

Personal: Awareness of community; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

TRAINING SCHOOL LIBRARIAN
Elementary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the elementary training school library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; conducting story hours in cooperation with teachers; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in elementary education and the psychology of elementary school subjects; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, elementary school curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in children; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Joint Elementary and Secondary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the training school library or libraries; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school or schools; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; conducting story hours in cooperation with teachers; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in education and psychology; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in children and young people; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

TRAINING SCHOOL LIBRARIAN
Secondary School Library

Definition of the Class of Position:

Under direction of the Chief Librarian and the Principal of the Training School, to have charge of the secondary training school library; and to do such other work as may be required.

Examples of Typical Tasks:

Planning and organizing the library service for the training school; keeping informed on needs of faculty members and students and acquainting them with available material; personally handling difficult situations with the faculty and students and adjusting complaints; conferring with principal, teachers, parents and pupils; attending meetings of teachers and parents; selecting, with the aid of training school teachers, the library materials; advising on the preparation of these materials; supervising their circulation; maintaining and providing reference service to pupils and teachers; maintaining and servicing a vertical file or materials bureau for teachers and pupils; administering and servicing audio-visual aids; maintaining pupil reading records and cooperating with or directing the remedial and diagnostic reading program; cooperating with teachers in teaching library use; supervising the work of book shelving and stack maintenance; reading and appraising books and other materials and making recommendations for their acquisition; maintaining a manual of routines; seeing that essential records and statistics are kept; preparing reports and memoranda; consulting with chiefs of departments; supervising and revising the work of library clerks; making the library and its resources known to the student body and faculty; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2, education to include some specialization in secondary education and adolescent psychology; familiarity with modern library organization, procedure, policy, aims and service; thorough knowledge of children's and adolescent literature, secondary school curriculum, reading techniques and audio-visual aids and equipment; reading knowledge of one or more foreign languages; ability to speak in public and to interest students; teaching ability; appreciation of the objectives and procedures of higher education.

Personal: Alertness; awareness of community; good judgment; initiative; intellectual curiosity; interest in young people; interest in teaching; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to direct, train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly; ability to discipline.

Minimum Salary Schedule:

At least that of Professional Grade 2

ASSISTANT TO THE CHIEF LIBRARIAN

Definition of the Class of Position:

Under direction of the Chief Librarian, to assist in the general administration of the library; and to do such other work as may be required.

Examples of Typical Tasks:

Preparing and analyzing reports, statistics, records, graphs and charts; handling general correspondence and assembling material for difficult correspondence; interviewing visitors, salesmen and others; seeing that the library quarters are kept in good condition; assisting in preparing budgets and annual reports; seeing that essential records and statistics are kept; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of business methods and statistics; understanding of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Capacity for detail; cooperativeness; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

SECRETARY TO THE CHIEF LIBRARIAN**Definition of the Class of Position:**

Under direction of the Chief Librarian, to assist in the general administration of the library; to be in charge of the work in the Chief Librarian's office; and to do such other work as may be required.

Examples of Typical Tasks:

Taking dictation; interviewing visitors, salesmen and others; scheduling appointments; receiving telephone calls and messages; supervising and keeping all records needed in the administrative office; opening and arranging first class mail; reporting on needed repairs, deficient lighting and heating; assisting in preparing budgets and annual reports; keeping statistics; preparing reports and memoranda; supervising the work of clerks in the Chief Librarian's office; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; knowledge of typing, stenography, business methods and statistics; acquaintance with modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; alertness; capacity for detail; good judgment; initiative; intellectual curiosity; orderliness; poise; resourcefulness; self-confidence; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately, to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

SENIOR LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do library work of more than average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; handling interlibrary loans; doing bibliographical searching; compiling indexes, lists and bibliographies; answering reference questions; cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of more than average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; reading and appraising books and other materials and making recommendations for their acquisition; assisting with more specialized work; supervising and revising the work of junior librarians and library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 3; good knowledge of order, reference, circulation, cataloging and classification procedures and problems; working knowledge of modern library organization, procedure, policy, aims and service; good knowledge of books; reading knowledge of one or more foreign languages and some familiarity with the literature of these languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; awareness of community; cooperativeness; good judgment; initiative; orderliness; poise; resourcefulness; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to train and supervise; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 3

INTERMEDIATE LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do library work of average difficulty and responsibility and of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; handling interlibrary loans; doing bibliographical searching; compiling indexes, lists and bibliographies; answering reference questions; cataloging, recataloging, classifying, reclassifying, subject heading and cross referencing materials of average difficulty including books, serials, documents, manuscripts, prints, films, music, etc.; handling gifts, exchanges and continuations; keeping essential records and statistics; assisting with more specialized work; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 2; working knowledge of order, reference, circulation, cataloging and classification procedures and problems; knowledge of modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; appreciation of the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; initiative; orderliness; poise; resourcefulness; sense of humor; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 2

JUNIOR LIBRARIAN

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to do simple library work of a character calling for the application of modern library techniques; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting readers in making effective use of library facilities by answering their questions and helping them to make use of the card catalog; preparing reading lists; doing simple cataloging of books and other library materials; answering reference questions; helping, when necessary, with library routines at the circulation desk, in the catalog or reference departments, or at other points; supervising and revising the work of library clerks; keeping in touch with library developments by attending conferences and reading professional literature; participating in campus activities.

Minimum Qualifications:

Professional: Education and experience as specified in Professional Grade 1; knowledge of order, reference, circulation, cataloging and classification procedures and problems; understanding of modern library organization, procedure, policy, aims and service; knowledge of books; reading knowledge of one or more foreign languages; acquaintance with the objectives and procedures of higher education.

Personal: Accuracy; cooperativeness; good judgment; orderliness; poise; tact; ability to follow instructions; ability to supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Professional Grade 1

HEAD CATALOG LIBRARY CLERK
Catalog Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Catalog Department, to perform the most difficult clerical work or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; typing complex cards from copy supplied; shelf-listing; filing or supervising filing; changing records for items added or withdrawn; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

SENIOR CATALOG LIBRARY CLERK
Catalog Department

Definition of the Class of Position:

Under supervision of the Head Catalog Library Clerk or other designated authority, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Typing and adapting L.C. or other cards from copy supplied; withdrawing cards from catalog and shelf list; filing under supervision; tentatively indicating book numbers; distributing L.C. and other cards received on order; shelf-listing; changing records for items added or withdrawn; operating mimeograph and other duplicating machines; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR CATALOG LIBRARY CLERK
Catalog Department

Definition of the Class of Position:

Under immediate supervision of the Head Catalog Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Marking books, bookplating and doing other processing; arranging cards for filing; filing under supervision; operating mimeograph or other duplicating machines; typing simple forms; typing simple records; typing book cards; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

STACK SUPERVISOR CLERK
Circulation Department

Definition of the Class of Position:

Under supervision of the Chief Circulation Librarian or other designated authority, to have charge of stack work; and to do such other work as may be required.

Examples of Typical Tasks:

Assisting in laying out and assigning the work for the stack clerks and seeing that they are effectively employed; giving them directions and suggestions, aiding them with their difficult problems and revising their work; assisting in formulating and administering stack policies, rules and regulations; advising with readers at the stack desk; charging and discharging books at the stack desk; assigning stack carrels; issuing stack permits; directing the work of book shelving and stack maintenance; planning reshelfing and other stack reorganization; supervising the taking of inventory; maintaining a manual of stack routines; keeping statistics; preparing reports and memoranda; assisting in preparing work schedules for the members of the staff; making recommendations regarding appointments, promotions, transfers, salary adjustments and other personnel matters; rating staff members on their efficiency.

Minimum Qualifications:

Education as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; cooperativeness; good judgment; initiative; orderliness; patience; poise; resourcefulness; self-confidence; sense of humor; tact; ability to organize work; ability to train and supervise; ability to get along well with faculty, superiors, co-workers and subordinates and to meet the public pleasantly.

Minimum Salary Schedule:

At least that of Clerical Grade 3

HEAD CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Circulation Department, to perform the most difficult clerical work or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; taking inventory; checking the instructors' lists with shelves; charging and discharging books; sorting, filing and counting book cards; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

at least that of Clerical Grade 3

SENIOR CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under supervision of the Head Circulation Library Clerk or other designated authority, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging and discharging books; sorting, filing and counting book cards; revising book shelves; typing overdue notices; handling records for reserves books; taking inventory; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR CIRCULATION LIBRARY CLERK
Circulation Department

Definition of the Class of Position:

Under immediate supervision of the Head Circulation Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Getting books from the shelves; sorting and shelving books; searching for misplaced books; straightening shelves; charging and discharging books; sorting and stamping cards; collecting and preparing books for reserves shelves; taking books off reserves; taking inventory; clearing tables and keeping rooms in order; typing simple forms; typing simple records; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

HEAD ORDER LIBRARY CLERK
Order Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Order Department, to perform the most difficult clerical work or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; taking dictation; handling preliminary bibliographical checking; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

SENIOR ORDER LIBRARY CLERK
Order Department

Definition of the Class of Position:

Under supervision of the Head Order Library Clerk or other designated authority, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Typing order cards and orders; acknowledging and checking gifts and exchanges; accessioning books; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR ORDER LIBRARY CLERK
Order Department

Definition of the Class of Position:

Under immediate supervision of the Head Order Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Unpacking, arranging and shelving books, periodicals, documents and other materials received by the Order Department; arranging and filing order cards; shelving catalogs and other bibliographical tools in the Order Department; typing simple forms; typing simple records; typing form letters for claims, gifts or exchanges; marking books, bookplating and doing other processing; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; capacity for detail; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

SENIOR REFERENCE LIBRARY CLERK
Reference Department

Definition of the Class of Position:

Under supervision of a member of the professional staff of the Reference Department, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging, discharging and shelving books, periodicals, documents and other materials in the reading rooms under the jurisdiction of the Reference Department; typing bibliographies, reports and memoranda; filing material in catalogs or vertical files; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR REFERENCE LIBRARY CLERK
Reference Department

Definition of the Class of Position:

Under immediate supervision of a member of the professional staff of the Reference Department, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Shelving books, periodicals, documents and other materials in the reading rooms under the jurisdiction of the Reference Department; arranging material to be filed in catalogs or vertical files; filing under supervision; typing simple forms; typing simple records; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

HEAD BINDING CLERK

Definition of the Class of Position:

Under supervision of the Binding Librarian or other designated authority, to have charge of preparing material for binding and supervising of binding records; and to do such other work as may be required.

Examples of Typical Tasks:

Deciding on mending, binding and discarding; preparing specifications for binding; keeping binding records; typing binding slips, labels and lists; supervising the work of the Junior Binding Clerks.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to organize work; ability to follow instructions; ability to train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

JUNIOR BINDING CLERK

Definition of the Class of Position:

Under supervision of the Head Binding Clerk or other designated authority, to do the work connected with preparing material for binding and keeping binding records; and to do such other work as may be required.

Examples of Typical Tasks:

Collating periodicals; filing binding slips; checking binding bills; charging books to bindery; supervising the mending and temporary binding of newspapers.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 1

SECRETARY

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to perform secretarial work; and to do such other work as may be required.

Examples of Typical Tasks:

Taking dictation and transcribing letters and memoranda; preparing reports; compiling statistics; interviewing visitors, salesmen and others; assisting in preparing budgets and annual reports; assisting in keeping all records needed in the administrative office.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to size up situations and people accurately and to get along well with faculty, superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

STENOGRAPHER

Definition of the Class of Position:

Under supervision of the Chief Librarian or other designated authority, to perform stenographic, typing and clerical work; and to do such other work as may be required.

Examples of Typical Tasks:

Taking dictation and transcribing letters, reports and memoranda; performing typing work of all kinds, including statistical records, reports and bibliographies.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; tact; ability to take dictation; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

HEAD LIBRARY CLERK

Definition of the Class of Position:

Under supervision of a member of the professional staff, to perform the most difficult clerical work in the library or to supervise the work of junior or senior library clerks; and to do such other work as may be required.

Examples of Typical Tasks:

Instructing junior or senior library clerks in their duties; assisting in laying out and assigning their work, aiding them with their difficult problems and seeing that they are effectively employed; assisting in preparing work schedules; taking inventory; charging and discharging books; performing office tasks requiring bookkeeping or other business training; acting in the capacity of senior library clerk when not engaged in supervisory work.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 3; accuracy; alertness; capacity for detail; good judgment; initiative; orderliness; systematic methods of work; tact; ability to organize work; ability to follow instructions; ability to direct, train and supervise; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 3

SENIOR LIBRARY CLERK

Definition of the Class of Position:

Under supervision of the Head Library Clerk or other designated authority, to assist with the clerical work of more than average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Charging and discharging books; typing overdue notices; handling records for reserves; typing and adapting L.C. or other cards from copy supplied; filing under supervision; collating and preparing periodicals for binding; acknowledging and checking gifts and exchanges; listing duplicates for exchange; checking periodicals; accessioning books; typing bibliographies, reports and memoranda; filling orders for supplies; taking inventory; doing other clerical work of more than average difficulty.

Minimum Qualifications:

Education and experience as specified in Clerical Grade 2; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors, co-workers and subordinates.

Minimum Salary Schedule:

At least that of Clerical Grade 2

JUNIOR LIBRARY CLERK**Definition of the Class of Position:**

Under immediate supervision of a Head Library Clerk or other designated authority, to assist with the clerical work of average difficulty; and to do such other work as may be required.

Examples of Typical Tasks:

Getting books from the shelves; sorting and shelving books; charging and discharging books; cutting leaves of new books; clearing tables and keeping rooms in order; mending books; filing book cards; arranging and filing order cards; arranging material to be filed in catalogs or vertical files; marking books, bookplating and doing other processing; taking inventory; operating mimeograph or other duplicating machines; typing simple forms; typing simple records; typing book cards; distributing mail, books and supplies among library departments; giving messenger service; doing other simple clerical work.

Minimum Qualifications:

Education as specified in Clerical Grade 1; accuracy; alertness; capacity for detail; orderliness; systematic methods of work; ability to follow instructions; ability to get along well with superiors and co-workers.

Minimum Salary Schedule:

At least that of Clerical Grade 1

STANDARDS OF EDUCATION, EXPERIENCE AND PAY FOR PERSONNEL GRADES

Clerical Service

Grade 1 Clerical Service

Typical positions in this grade

- Junior Binding Clerk (see p. 142)
- Junior Catalog Library Clerk - Catalog Department (see p. 131)
- Junior Circulation Library Clerk - Circulation Department (see p. 135)
- Junior Library Clerk (see p. 147)
- Junior Order Library Clerk - Order Department (see p. 138)
- Junior Reference Library Clerk - Reference Department (see p. 140)

Minimum salary schedule

At least that of Clerical Grade 1

Minimum qualifications

Graduation from an accredited high school; or
Equivalent qualifications

Grade 2 Clerical Service

Typical positions in this grade

- Senior Catalog Library Clerk - Catalog Department (see p. 130)
- Senior Circulation Library Clerk - Circulation Department (see p. 134)
- Senior Library Clerk (see p. 146)
- Senior Order Library Clerk - Order Department (see p. 137)
- Senior Reference Library Clerk - Reference Department (see p. 139)
- Stenographer (see p. 144)

Minimum salary schedule

At least that of Clerical Grade 2

Minimum qualifications

Completion of two years of education in a college or university approved by an accrediting association of more than state-wide standing; or

Graduation from an accredited high school and not less than four years of appropriate experience in a library of recognized standing all of which have been in Clerical Grade 1, plus evidence of proficiency in typing or other clerical duties; or

Equivalent qualifications

Grade 3 Clerical Service

Typical positions in this grade

Head Binding Clerk (see p. 141)

Head Catalog Library Clerk - Catalog Department (see p. 129)

Head Circulation Library Clerk - Circulation Department (see p. 133)

Head Library Clerk (see p. 145)

Head Order Library Clerk - Order Department (see p. 136)

Secretary (see p. 143)

Stack Supervisor Clerk - Circulation Department (see p. 132)

Minimum salary schedule

At least that of Clerical Grade 3

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing; or

Completion of two years of education in a college or university approved by an accrediting association of more than state-wide standing and not less than four years of appropriate experience in a library of recognized standing all of which have been in Clerical Grade 2, plus evidence of proficiency in typing or other clerical duties; or

Graduation from an accredited high school and not less than eight years of appropriate experience in a library of recognized standing four of which have been in Clerical Grade 2, plus evidence of proficiency in typing or other clerical duties; or

Equivalent qualifications

Professional ServiceGrade 1 Professional Service

Typical positions in this grade

- Junior Catalog Librarian - Catalog Department (see p. 45)
- Junior Circulation Librarian - Circulation Department (see p. 63)
- Junior Librarian (see p. 128)
- Junior Order Librarian - Order Department (see p. 79)
- Junior Reference Librarian - Reference Department (see p. 98)

Minimum salary schedule

At least that of Professional Grade 1

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A.; or

Equivalent qualifications

Grade 2 Professional Service

Typical positions in this grade

- Audio-visual Librarian (see p. 100)
- Binding Librarian (see p. 101)
- Catalog Librarian (see p. 31)
- Circulation Librarian (see p. 46)
- Dormitory Librarian (see p. 105)
- Intermediate Catalog Librarian - Catalog Department (see p. 44)
- Intermediate Circulation Librarian - Circulation Department (see p. 62)
- Intermediate Librarian (see p. 127)
- Intermediate Order Librarian - Order Department (see p. 78)
- Intermediate Reference Librarian - Reference Department (see p. 97)
- Librarian in charge of Exhibitions and Publicity (see p. 112)
- Library Science Librarian (see p. 114)
- Materials Laboratory Librarian (see p. 115)
- Microphotography Librarian (see p. 117)
- Order Librarian (see p. 64)
- Reference Librarian (see p. 20)
- Secretary to the Chief Librarian (see p. 125)
- Supervising Librarian of Stacks - Circulation Department (see p. 60)
- Training School Librarian - Elementary School Library (see p. 121)
- Training School Librarian - Joint Elementary and Secondary School Library (see p. 122)
- Training School Librarian - Secondary School Library (see p. 123)

Minimum salary schedule

At least that of Professional Grade 2

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A.; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A. and not less than two years of appropriate professional experience in a library of recognized standing in Professional Grade 1; or

Equivalent qualifications

Grade 3 Professional Service

Typical positions in this grade

Agricultural Librarian (see p. 99)

Archivist - Reference Department (see p. 93)
Assistant Chief Circulation Librarian - Class B Circulation Department (see p. 55)

Assistant to the Chief Librarian (see p. 124)

Associate (or Assistant) Chief Librarian - Class 1 Libraries (see p. 24)
Bibliographer - Reference Department (see p. 94)

Browsing Room Librarian (see p. 102)

Catalog Librarian (Reviser) - Catalog Department (see p. 40)

Catalog Librarian (Specialist in a Subject or Language Field) - Catalog Department (see p. 41)

Chief Catalog Librarian - Class A Catalog Department (see p. 32)

Chief Circulation Librarian - Class A Circulation Department (see pp. 47-48)

Chief Order Librarian - Class A Order Department (see pp. 65-66)

Chief Reference Librarian - Class A Reference Department (see pp. 81-82)

Classification Librarian - Catalog Department (see p. 42)

College Librarian (see p. 103)

Departmental Librarian (see p. 104)

Documents Librarian - Reference Department (see p. 95)

Engineering Librarian (see p. 106)

Extension Librarian (see p. 107)

Gifts and Exchanges Librarian - Order Department (see p. 75)

Instructor in the Use of the Library (see p. 108)

Interlibrary Loan Librarian - Circulation Department (see p. 58)

Junior College Librarian (see p. 109)

Law Librarian (see p. 110)

Librarian of Special Collections (see p. 113)

Medical Librarian (see p. 116)

Rare Books Librarian (see p. 118)

Readers' Adviser (see p. 119)

Reserves Librarian - Circulation Department (see p. 59)

Senior Catalog Librarian - Catalog Department (see p. 43)

Senior Circulation Librarian - Circulation Department (see p. 61)

Senior Librarian (see p. 126)

Senior Order Librarian - Order Department (see p. 77)

Senior Reference Librarian - Reference Department (see p. 96)

Serials Librarian - Order Department (see p. 76)

Theology Librarian (see p. 120)

Minimum salary schedule

At least that of Professional Grade 3

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 2; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A., and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 2; or

Equivalent qualifications

Grade 4 Professional Service

Typical positions in this grade

Assistant Chief Catalog Librarian - Class C Catalog Department (see p. 37)

Assistant Chief Circulation Librarian - Class C Circulation Department
(see p. 56)

Assistant Chief Order Librarian - Class C Order Department (see p. 73)

Associate (or Assistant) Chief Librarian - Class 2 Libraries (see p. 25)

Catalog Librarian (Reviser) - Catalog Department (see p. 40)

Catalog Librarian (Specialist in a Subject or Language Field) - Catalog Department (see p. 41)

Chief Catalog Librarian - Class B Catalog Department (see p. 33)

Chief Circulation Librarian - Class B Circulation Department (see pp. 49-50)

Chief Order Librarian - Class B Order Department (see pp. 67-68)

Chief Reference Librarian - Class B Reference Department (see pp. 83-84)

Classification Librarian - Catalog Department (see p. 42)

Librarian in charge of Departmental Libraries (see p. 111)

Minimum salary schedule

At least that of Professional Grade 4

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of

training in a library school accredited by the A.L.A., including the possession of the doctor's degree; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, including one year of training in a library school accredited by the A.L.A., and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 5 Professional Service

Typical positions in this grade

Assistant Chief Catalog Librarian - Class D Catalog Department (see p. 38)

Assistant Chief Circulation Librarian - Class D Circulation Department
(see p. 57)

Assistant Chief Order Librarian - Class D Order Department (see p. 74)

Assistant Chief Reference Librarian - Class D Reference Department
(see p. 91)

Associate (or Assistant) Chief Librarian - Class 3 Libraries (see p. 26)

Chief Catalog Librarian - Class C Catalog Department (see p. 34)

Chief Circulation Librarian - Class C Circulation Department (see pp. 51-52)

Chief Librarian (or Director) - Class 1 Libraries (see p. 17)

Chief Order Librarian - Class C Order Department (see pp. 69-70)

Chief Reference Librarian - Class C Reference Department (see pp. 85-86)

Minimum salary schedule

At least that of Professional Grade 5

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field, and not less than two years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 4 or four of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 6 Professional Service

Typical positions in this grade

Assistant Chief Catalog Librarian - Class E Catalog Department

(see p. 39)

Assistant Chief Reference Librarian - Class E Reference Department

(see p. 92)

Associate (or Assistant) Chief Librarian - Class 4 Libraries (see p. 27)

Chief Catalog Librarian - Class D Catalog Department (see p. 35)

Chief Circulation Librarian - Class D Circulation Department (see pp. 53-54)

Chief Information (or Director) - Class 4 Libraries (see p. 18)

Chief Order Librarian - Class D Order Department (see pp. 71-72)

Chief Reference Librarian - Class D Reference Department (see pp. 87-88)

Chief Reference Supervisor - Class D Reference Department (see pp. 87-88)

Minimum salary schedule

At least that of Professional Grade 5

Minimum qualifications

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus three years of training in a library school accredited by the A.L.A., including the possession of the doctor's degree, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and additional graduate work culminating in a doctor's degree in a subject field, and not less than four years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus two years of training in a library school accredited by the A.L.A., including possession of the master's degree, and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A. and an additional year of graduate work culminating in a master's degree in a subject field, and not less than six years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Graduation from a college or university approved by an accrediting association of more than state-wide standing, plus one year of training in a library school accredited by the A.L.A., and not less than eight years of appropriate professional experience in a library of recognized standing two of which have been in Professional Grade 5 or four of which have been in Professional Grade 4 or six of which have been in Professional Grade 3; or

Equivalent qualifications

Grade 7 Professional Service

Typical positions in this grade

Associate (or Assistant) Chief Librarian - Class 5 Libraries (see p. 28)
Chief Catalog Librarian - Class E Catalog Department (see p. 16)
Chief Librarian (or Director) - Class 7 Libraries (see p. 19)
Chief Reference Librarian - Class E Reference Department (see pp. 89-90)

Minimum salary schedule

At least that of Professional Grade 7

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 155-56), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

Grade 8 Professional Service

Typical positions in this grade

Associate (or Assistant) Chief Librarian - Class 6 Libraries (see p. 29)

Associate (or Assistant) Chief Librarian - Class 7 Libraries (see p. 30)

Chief Librarian (or Director) - Class 4 Libraries (see p. 20)

Minimum salary schedule

At least that of Professional Grade 8

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 155-56), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

Grade 9 Professional Service

Typical positions in this grade

Chief Librarian (or Director) - Class 5 Libraries (see p. 21)

Minimum salary schedule

At least that of Professional Grade 9

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 155-56), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

Grade 10 Professional Service

Typical positions in this grade

Chief Librarian (or Director) - Class 6 Libraries (see p. 22)
Chief Librarian (or Director) - Class 7 Libraries (see p. 23)

Minimum salary schedule

At least that of Professional Grade 10

Minimum qualifications

Minimum requirements the same as for Professional Grade 6 (see pp. 155-56), with appropriate professional experience in a library of recognized standing.

Note: It is recognized that the duties and responsibilities of the positions in this class are such that a definite statement of the number of years of service required to qualify tends to be academic. In the positions in this class personal qualifications and proved ability should always outweigh number of years of experience.

ACCREDITED LIBRARY SCHOOLS

The Board of Education for Librarianship has classified and accredited the following library schools under the Minimum Requirements for Library Schools adopted by the Council in October 1933.

New York State College for Teachers, Department of Librarianship, Albany
Atlanta University, School of Library Service, Atlanta, Ga.
University of California, School of Librarianship, Berkeley
Catholic University of America, Department of Library Science, Washington, D. C.
University of Chicago, Graduate Library School, Chicago, Ill.
Columbia University, School of Library Service, New York, N. Y.
Texas State College for Women, Department of Library Science, Denton
University of Denver, College of Librarianship, Denver, Colo.
Drexel Institute of Technology, School of Library Science, Philadelphia, Pa.
Emory University, Library School, Emory University, Ga.
Kansas State Teachers College of Emporia, Library School
New York State Teachers College, Department of Library Education, Geneseo
University of Illinois, Library School, Urbana
University of Kentucky, Department of Library Science, Lexington
Louisiana State University, Library School, University Station, Baton Rouge
McGill University, Library School, Montreal, Que.
Marywood College, Department of Librarianship, Scranton, Pa.
University of Michigan, Department of Library Science, Ann Arbor
University of Minnesota, Division of Library Instruction, Minneapolis
New Jersey College for Women, Library School, New Brunswick
University of North Carolina, School of Library Science, Chapel Hill
University of Oklahoma, School of Library Science, Norman
University of the Lake College, Department of Library Science, San Antonio, Tex.
Our Lady of the Lake College, Department of Library Science, Nashville, Tenn.
George Peabody College for Teachers, Library School, Pittsburgh, Pa.
Carnegie Institute of Technology, Carnegie Library School, Pittsburgh, Pa.
Pratt Institute, Library School, Brooklyn, N. Y.
Rosary College, Department of Library Science, River Forest, Ill.
College of St. Catherine, Library School, St. Paul, Minn.
Simmons College, School of Library Science, Boston, Mass.
University of Southern California, Graduate School of Library Science, Los Angeles
Syracuse University, School of Library Science, Syracuse, N. Y.
University of Toronto, Ontario College of Education, Library School, Toronto, Ont.
University of Washington, School of Librarianship, Seattle
Western Reserve University, School of Library Science, Cleveland, Ohio
College of William and Mary, Department of Library Science, Williamsburg, Va.
University of Wisconsin, Library School, Madison

ACCREDITED LIBRARY SCHOOLS NO LONGER IN EXISTENCE

New York State Library School, Albany (Merged with Columbia University, School of Library Service)
Carnegie Library of Atlanta, Library School, Atlanta, Ga. (Transferred to Emory University and continued as Emory University Library School)
North Carolina College for Women, Department of Library Science, Greensboro (Discontinued)
Hampton Institute, Library School, Hampton, Va. (Discontinued)
Los Angeles Library School, Los Angeles, Calif. (Discontinued)
New York Public Library, Library School, New York, N. Y. (Merged with Columbia University, School of Library Service)
St. Louis Library School, St. Louis, Mo. (Suspended)

APPENDIX B
FORM AND INSTRUCTION SHEET USED FOR JOB ANALYSIS

PLEASE READ ALL INSTRUCTIONS CAREFULLY BEFORE STARTING TO FILL IN THE FORM
GENERAL INSTRUCTION

1. The form, when filled in completely, records the tasks performed by a specific individual for a two-week period, preferably during the third and fifth weeks of the fall quarter or semester if these are normal weeks.
2. Forms are to be filled in only by staff members in the professional, subprofessional and clerical services. All persons in these services, whether working full time or part time, are to be included.
3. Professional positions manned by the professional staff usually fall into three groupings: executive, bibliographical and those requiring contact with the student body and faculty. Thus, a knowledge of library work as taught in a library school is considered essential. In rare instances a position in the professional service may be held by a person who does not have this basic requirement but who does have unusual knowledge or specialization in some subject or language field.
4. Subprofessional positions, while primarily routine in character, require an elementary knowledge of library techniques such as that obtained in a summer session or training class.
5. Clerical positions manned by those in the clerical service are similar to clerical positions in other departments of the university or college, in business or in government offices. The incumbent is not required to have any knowledge of library work to hold a position in this service.
6. Include in the clerical service students paid on a monthly or other than hourly rate who are working as many hours as full-time staff members work. Omit students working less than full time and paid on an hourly basis.
7. If certain tasks are performed entirely or almost entirely by student assistants paid by the library who, as individuals, work less than full time, fill out a duplicate form indicating the tasks performed. Label this form "Student Assistants". Do not estimate the time spent on the tasks in quarter hours; merely indicate the number of clock hours of such part-time student help for the two-week period.
8. A form in duplicate, similar to that for student assistants, should be furnished for help such as that secured from NYA, WPA and similar funds. Label this "NYA, WPA, etc. Assistants". Check the tasks performed. Do not estimate the time spent on the tasks in quarter hours; merely indicate the number of clock hours of such part-time help for the two-week period.
9. Fill in all forms in duplicate; one set is to be forwarded by the library on or before November 1, 1939, to the subcommittee member designated in our letter of September 29, or an explanation is to be sent by that date indicating when the project will be completed; the second set is to be retained by the library for its own use.

SPECIFIC INSTRUCTIONS FOR INDIVIDUAL STAFF MEMBERS

1. Look for the description of the task performed under the most likely of the following headings: I - Administration and Public Relations; II - Selection and Acquisitions; III - Preparation; IV - Circulation; V - Reference; VI - Instruction; VII - Physical Upkeep and Miscellaneous Items. The list of tasks has been classified according to function and not according to departmental organization. Therefore, a reference librarian who is responsible for exhibits should check I 27; who selects the reference books for the department should check II 33; who gives class instruction in the use of the library should check VI 100; etc. This placement should be followed by all whether working in the main library, a departmental or other library.

2. Each day record all of the tasks which you have performed in the column supplied for that day opposite the task performed, whether you are employed in the main library or are connected with a school or college, a departmental, seminar, branch or dormitory library of a university or a training school library. Enter the number of quarter hours devoted to each task. If an entire quarter hour was not required, enter as quarter hour if major part was so devoted; if less than major portion was required, indicate task showing up that it did not require a quarter hour.

3. If task performed is not listed, describe it briefly in the space allotted at the end of the appropriate section.

4. It is expected that those in the professional service and some others will perform tasks given under several section headings.

5. If you supervise or direct a task, but do not actually do the routine or clerical part of it, place an S to indicate this after the number of quarter hours, thus, 42 S indicates supervising the task, whereas 42 indicates actually doing it.

6. At the end of each day, total the number of quarter hours required by these tasks. If these do not represent in quarter hours the number of hours worked that day, fill in proper items in Section VIII in terms of quarter hours and revise the daily total to correspond.

7. At the end of the first week, add the figures in columns 1 - 7, and place the results in column 15. The total of the horizontal and vertical columns should be the same.

8. At the end of the second week, add the figures in columns 8 - 14, and place the results in column 16. The total of the horizontal and vertical columns should be the same.

9. In column 17, place the total of column 15 plus column 16. The grand total of the vertical column 17 should equal the horizontal total of columns 1 - 14, and also of 15 - 16.

10. In column 18, enter those tasks performed at intervals other than weekly or bi-weekly, and estimate in quarter hours the number spent during the year on these tasks. Against each number so listed, add one of the following symbols to indicate at what intervals the task is performed: B - Bi-monthly, Q - Quarterly, Sa - Semi-annually, A - Annually. Thus 42 B indicates that 42 quarter hours are spent annually on this task and that this work is done at bi-monthly intervals.

11. Enter following the time sheet the factual information needed also for the project.

131. Title of position _____
 132. State whether your work is in the main library, or connected with
 a school or college, departmental, seminar, branch or dormitory
 library of a university or a training school library _____

133. Education a. Academic - Give degree and state whether this includes one year
 of library science as a part of the requirement for the
 academic degree _____

If less than full college, give number of years completed _____

b. Professional 1. Library Science - Underscore degree, diploma or certificate

received - Ph.D., master's, bachelor's (other than that in
 133a), diploma for second year of library science, diploma
 for first year of library science, certificate for first
 year of library science, other _____

State amount of credit if less than one full year _____
 2. Other than Library Science - Give degree, or if no degree,
 years of study completed (other than that in 133a)

134. Library experience - Give number of years of experience defining according
 to Section 2 of General Instructions

Professional _____ Subprofessional _____

Clerical _____ Student assistant _____

135. Salary actually received at present _____ not basic salary

a. For how many months of work is this given _____

a. How much vacation other than for holidays and between terms and
 b. How much vacation other than for holidays and between terms and
 semesters is included _____

c. If you work regularly in the summer in your same position and are
 paid in addition to that given above, state amount _____

d. How many hours per week are required of full-time staff
 members _____

e. Give number of hours you work per week if less than full time
 if you are in the professional, subprofessional
 or clerical services.

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

3. Preparing and analyzing reports, statistics, records, graphs and charts
4. Making community contacts, including faculty, students, alumni, etc.
5. Maintaining official relationships with president, deans, bursar, etc.
6. Preparing and administering the budget (including book budget)
7. Directing expenditures
8. Directing the keeping of financial records
9. Making surveys, studies, etc.
10. Planning new buildings and alterations in existing structures
11. Seeing that the library buildings and quarters are kept in good condition
12. Purchasing supplies and equipment
13. Making recommendations regarding appointments, transfers and promotions, transfers and dismissals of library staff
14. Rating staff members on their efficiency
15. Directing the work of the staff
16. Approving working schedules
17. Classifying the positions and assigning duties
18. Preparing salary schedules and making recommendations on salaries being paid
19. Interviewing and corresponding with applicants for positions
20. Discussing personal and professional problems with staff members
21. Laying out and assigning the work for the staff
22. Keeping personnel records
23. Conducting staff meetings
24. Instructing student assistants or new staff members
25. Handling general correspondence
26. Interviewing visitors, salesmen, etc.
27. Making the library and its resources known to the student body and faculty through publicity, such as articles, displays, bulletin boards, talks, special notices of materials, etc.
28. Directing the inventories made of books, supplies and equipment
29. Participating in campus activities, including faculty meetings and faculty committees
30. Participating in local, state and national library activities by attendance at meetings, work on committees, etc.
31. Carrying on professional or research projects
32. Reading and evaluating books and other materials
33. Selecting books to answer needs of the student body and faculty
34. Selecting documents
35. Selecting pamphlets
36. Selecting serial publications
37. Selecting free material
38. Studying the book, and other reading needs of students and faculty
39. Considering faculty requests for material
40. Searching records for books, etc. requested
41. Ordering books, etc.
42. Checking invoices
43. Building want lists
44. Interviewing salesmen
45. Visiting book stores, book exhibits, etc.
46. Corresponding with publishers and dealers
47. Handling gifts and exchanges
48. Searching for out-of-print items
49. Handling the checking and

FOR TASKS 3 - 126 THE TIME CHART HAS BEEN OMITTED

- distribution of continuations
50. Making order cards
51. Accessioning
52. Keeping book budget records
70. Recataloging
71. Revising the catalog
72. Making added entry cards
73. Making shelf-list cards
74. Filing and alphabetizing
75. Withdrawing from or re-instanting books on records
76. Changing records and retyping cards (not included in 57 or 70)
77. Opening, collating, stamping, perforating, lettering and shellacking books
78. Typing and pasting book plates, date slips, pockets, book cards
79. Reinforcing pages, making covers, mounting maps, preparing pictures, clippings and miscellaneous materials
80. Cataloging nonfiction
81. Cataloging fiction and added copies
82. Cataloging serials
83. Cataloging ephemeral materials
84. Cataloging audio-visual materials
85. Searching for cataloging information
86. Handling renewals
87. Filing
88. Keeping overdue records
89. Collecting fines
90. Handling complaints
91. Caring for interlibrary loans
92. Keeping statistics
93. Giving information or "ready reference" service
94. Answering reference questions of normal difficulty
95. Answering reference questions requiring extended searching
96. Giving readers' advisory service - casual
97. Giving readers' advisory service - special
98. Compiling lists, bibliographies and indexes
99. Maintaining information files
100. Circulation (see also headings under Reference)
80. Explaining arrangement and use of the library
81. Maintaining borrowers' records
82. Issuing and receiving books
83. Issuing, receiving, etc. of reserve books
84. Checking lists of reserve books
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- VI. Instruction**
100. Giving class instruction in the use of the library
 101. Library time allowed for preparation for 100
 102. Library time allowed for grading papers for 100
 103. Giving more informal instruction either several lectures in an English class, or to small groups at the library on the use of the library. Give time library allowed for instruction, preparation and grading papers
 104. Offering library science courses on a professional level. Library time allowed for class instruction
 105. Library time allowed for preparation for 104
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 107. Giving class instruction in academic or professional subjects (not library science)
 108. Library time allowed for preparation for 107
 109. Library time allowed for grading papers for 107

VII. Physical Upkeep and Miscellaneous

- | | |
|-------|--------------------------------------------------------------------|
| Items | 110. Shelving books, etc. from the shelves |
| | 111. Getting books, etc. from the shelves |
| | 112. Straightening and reading shelves |
| | 113. Assisting in inventories of books, supplies, equipment |
| | 114. Doing errands |
| | 115. Handling mail, freight and express shipments |
| | 116. Inspecting shelves for condition of books |
| | 117. Deciding on mending, binding or discarding |
| | 118. Preparing specifications for binding |
| | 119. Keeping bindery records |
| | 120. Mending, discarding, recasing, cleaning and relettering books |
| | 121. Typing pockets, missing pages |
| | 122. Operating a switchboard |
| | 123. Taking dictation and typing correspondence |
-
- | | |
|----------------------------|---------------------------------------------|
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